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Ukraine National Initiatives to Enhance Reforms Project

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Submitted by Pact, Inc.

I. Executive Summary

The Ukraine National Initiatives to Enhance Reforms (UNITER)* project's third year rolls out of a wide range of activities across project components, utilizing an array of flexible tools and touching virtually every oblast in Ukraine. The main highlight of this period is the final adoption of the Access to Public Information legislation and the civic campaign for effective implementation, which subsequently united many NGOs from multiple sectors. This success of the civil society and journalists' effort gave hope for a new advocacy campaigns and platforms that are now forming with UNITER assistance. A new alliance on transparent public procurement, an embryonic sectoral network to promote energy efficiency, the revitalization of the Ukrainian think tank experts community for EU integration, a sectoral platform to promote cultural/behavioral change are all inspired by the New Citizens' achievements and are aiming to adopt similar approaches in their work.

UNITER supports a number of activities that is intended to involve grass-root initiatives into national advocacy campaigns. With the help of the Democratic Alliance, "*Academies of Practical Advocacy*" and "*Advocacy Clubs*" are launched in every corner of the country. Both of these initiatives strive to allow mobilizing local initiatives, ensuring exchange of experience and channeling the grassroots energy into national campaigns. In the next period, Pact plans to build on these local initiatives through issuing a new call for proposal that will encourage sectoral cooperation in different regions and connect those initiatives to the national agenda.

Outputs in during the first six months of the FY11:

- 17 public policies and laws were influenced by NGOs; 12 on the local level, 5 on the national level;
- 225 NGOs were involved in advocacy and watchdog functions;
- Pact supported 32 advocacy campaigns; 7 of which on the national level;
- Over 200 participants took part in the third Capacity Building Marketplace Fair;
- 114 NGOs use UNITER funds for internal capacity building, including basic level and advance capacity building;
- 63 NGOs used the NGO Capacity Building Marketplace since its inception for receiving capacity building vouchers;
- staff has participated in 152 meetings with local organizations and international donors
- UNITER partners has published 1162 publications with the most coverage of Center UA and Democratic Alliance activities.

The main highlights of the national advocacy:

- Approval of the legislation On Access to Public Information by Verkhovna Rada on January 13th and the following signing of the law by the President happened mainly due to the efforts of the New Citizen platform. The platform efforts has proved that in the current political situation with the great support of journalists and international community it is possible to advocate for the legislation that promotes transparency, accountability, and freedom of speech. These success also lead to even greater consolidation of civil society efforts on implementation campaign of the legislation.
- The Ukrainian Independent Center for Political Research (UCIPR) has promoted the equal access rights into decision making through advocating for the Cabinet of Ministers decree #996 "On ensuring participation of citizens in development and fulfillment of state policies". On November 3rd, 2010 the decree was approved by Cabinet of Ministers.

* The UNITER brand reflects USAID's Strengthening Civil Society in Ukraine program description.

UCIPR together with the team of experts was focusing on the effective implementation of this decree through development of the draft regulations on the public councils, providing training and consultation support to NGOs and government on the implementation process. This legislation ensured fair election of the members of the public councils, transparent and public activities of it, and obliged government to respond to the recommendations provided by public councils members.

- Besides public councils, UCIPR managed to put two draft laws “On Public Associations” and “On Philanthropy” into Parliament agenda. Both drafts were approved by Verkhonva Rada Committees and are scheduled for Parliament in May. UCIPR has also convened New Citizen members to take more active role in advocating for the legislation that is crucial for ensuring NGO legislative environment. Members of New Citizen have joined UCIPR team in advocacy and information campaign in regards to this legislation.
- The Center for CSR Development (CSR Center) has agreed with different stakeholders the draft of the National Strategy for CSR for 2011-2015. The draft was developed by the working group within the Verkhovna Rada Committee on Industrial and Regulatory Policy and Entrepreneurship. The draft of the Strategy is at final stage now and CSR Center is working out the mechanisms for approval of this document now. It is planned that the Strategy will be approved by a decree of Verkhovna Rada in the nearest future.
- The Institute for Socio-Cultural Management (ICSM) continues its advocacy efforts on reforming the “Houses of Culture” into local activity centers. In the framework of their campaign they organized a conference where they discussed how this infrastructure can turn into local activity centers, what are the best practices in Ukraine and internationally, and the role of the cultural institutions in community development. The ICSM efforts to reform the houses of culture were supported by International Renaissance Foundation and Microsoft Corporation. IRF has provided around USD 120 000 for further work on the reform and Microsoft Corporation donated the software that is amounted to USD 6330.

In addition, ongoing project activities included the following:

- In partnership with the East Europe Foundation, UNITER continues to support local initiatives. Currently, EEF is managing the second round of the local advocacy grants program. UNITER plans to launch the next round that is going to be focused on support of the sectoral networks from different oblast that are going to bring local issues in to national government agenda.
- UNITER continues to support local and national policy initiative addressing critical human service matters in the Autonomous Republic of Crimea and trained a cadre of civil society leaders in Crimea.
- Pact Provides capacity building and organizational development assistance in key competencies such as public policy advocacy, communication, facilitation, sectoral networking and financial prudence.
- UNITER implements and promotes the idea of the capacity building marketplace with a three components: online marketplace, real-time marketplace fairs, and voucher system.
- Promotes the financial sustainability by encouraging all partners to create public private partnerships and engage more with business.

Pact’s method of intervention in this reporting period to attain its objectives and addressing civil society needs were based on:

- Facilitation and networking – encouraging issue-based relationships to influence the local constituency’s mindset change and assist in changing donor practices.

- Infusing innovative and entrepreneurial approaches in civil society – supporting market-based, entrepreneurial approaches in civil society projects and capacity building to sustain Ukrainian civic courage and NGOs and preparing them for the post-donor environment.
- Reinforcing home-grown leadership in civil society – identifying and matching local needs with local solutions by reaching out to spheres of public life that are not traditionally considered part of the “third sector.”

Pact undertakes these to meet the four core UNITER program objectives (and their thematic sub-objectives):

- Objective 1: NGOs better represent citizen interests and drive reform through more effective advocacy, monitoring and activism.

In addition, sub-objectives of UNITER theme or region-specific project components (UNITER’s election-oriented project component falls under the general objective 1):

Crimea component:

- Sub-Objective 1: Crimean NGOs better represent citizens’ interests on the local level.
- Sub-Objective 2: Increase the quantity and quality of policy interaction on Crimean issues.
- Objective 2: The relevant legislative framework for civil society approaches European standards.
- Objective 3: NGOs are transparently governed and capably managed.
- Objective 4: Civil society organizations are more financially sustainable and less dependent on foreign donors.

Facilitating mindset change for NGOs to refocus issues relevant to citizens’ interest offers long-term behavioral sustainability. Pact’s capacity building and support program strengthens the systems of select partners to become successful opinion leaders of crucial policy reforms and to pave the way for accessing international development support. The following activity report discusses the external and internal factors affecting civil society in the past performance period and Pact’s approaches to revive civic activism, followed by a detailed activity performance description.

II. Background and Strategy

The Ukraine National Initiatives to Enhance Reforms (UNITER) is a five-year project funded by USAID and implemented by Pact, Inc. The primary goal of UNITER is to strengthen and assist leading pro-reform Ukrainian non-governmental organizations (NGOs) to sustain and consolidate democratic gains. The project addresses systemic sector-wide challenges to civil society and supports NGO monitoring and advocacy initiatives from various spheres of public life, which are essential in advancing Ukraine’s reform process.

Pact observed that many NGOs are more concerned with generating grants than facilitating significant changes in society or improvements in the lives of their constituents. Pact is particularly interested in shifting civic organizations toward mission driven behavior, in a way that spurs innovation, builds collaboration in advocacy, and inspires critical thinking about their organizational development. The result at the conclusion of the UNITER project will be a third sector better equipped to represent citizens’ interest, promote reform and resist politicization, and to do so without dependence on continuous infusions of foreign donor funding.

Project Purpose: To help consolidate democratic governance in Ukraine by strengthening and developing a more vibrant civil society and more robust NGOs

To address the core challenges to civil society development in Ukraine and to achieve its program objectives, the UNITER project focuses on the following set of mutually reinforcing activities that are largely implemented by Ukrainian partner NGOs via sub-awards. In most cases, competition is used as a way of awarding sub-grants; key project stakeholders are selected on a sole source basis if they meet the criteria of:

- Inclusiveness in terms of engaging various stakeholders;
- Sector-wide networking and management potential to unite civil society stakeholders under their umbrella;
- Proven capacity, experience and potential for overall sustainability;
- Bringing innovative approaches and tools that civil society is missing.
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Grant sums vary depending on the type of project and the capacity of the grantee with the maximum annual amount of \$300,000 for one organization.

A. Core Project Activities

Grants to advance national and local level advocacy (objective 1) – UNITER applies Pact’s proven grants management system, blending sub-grant support, technical assistance and capacity building to support reform efforts in Ukraine at the national and sub-national levels. Proposals are inclusively solicited and transparently awarded to NGOs initiating policy change at both the national and local levels.

Eliminating legal and legislative barriers (objective 2) – Working with its recognized local and international partners, Pact forges sectoral consensus around key amendments required for the existing legal framework governing the formation and operations of NGOs; increases the financial viability of NGOs by cultivating a culture of philanthropy and supports those NGOs working for legal reforms and their implementation.

Organizational support to NGOs and networks to reach international standards (objective 3) – By working with Pact as peers and not merely grantees, Ukrainian NGOs receive not only the technical skills required to play their role, but also support to strengthen their core capacities to become effective, autonomous and sustainable. Assistance consolidates new skills acquired over the past years by emphasizing an underlying set of core capabilities rarely instilled through training programs.

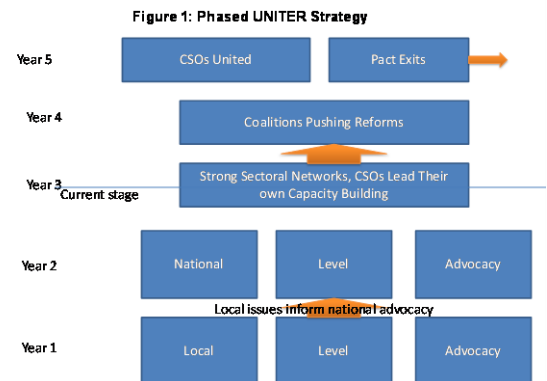
Engaging the private and public sector (objective 4) – Ukrainian corporate philanthropy, as well as the government in all levels, represents a growing source of funding for communities, towns and cities. Community-business partnerships support progress on shared interests. Pact uses its cutting-edge corporate community engagement tools to assist partners to tap into local funding sources, work toward increasing the possibility of social and public outsourcing, and build enduring partnerships. Pact also supports selected NGOs efforts to tap into individual giving.

Phased Strategy

The UNITER team treats organizations not just as grant recipients, but as partners, working and collaborating with them and providing support as needed. The whole UNITER civil society strengthening intervention is a phased process designed to occur over a 5 year period (see figure 1).

In year one UNITER engaged with local level grantees throughout Ukraine through the Local Advocacy Grants Program (LAGP). This grant program was designed to change policies at the local level and to later feed into national dialogue about reform priorities and experience. In year 2 the National Grants Program (NGP) began offering support to grantees interested in making policy changes on the national level. Pact currently works with 6 national level grantees that are developing advocacy campaigns for policy change across Ukraine. These national level advocacy campaigns fall under the categories of energy efficiency, culture, foreign policy, corporate social responsibility and philanthropy development, and access to information.

For this round Pact focuses more on the sectoral based approach, providing national grants to specific sectors. In year 3 Pact intends to focus on building stronger sector-based networks and deep capacity building. UNITER will use the advocacy experiences of the previous 2 years to help CSOs identify shortcomings in advocacy processes, while also helping NGOs recognize how they could be working together more effectively.



By year 4, Pact sees to demonstrate stronger coalitions united under the banners of prioritized reform issues. Sector analysis should feed into evidence-based advocacy efforts and the Roadmap for reform or another grassroots-led analysis of reform priorities should inform a large number of NGOs about their role in building a stronger Ukraine. By year 5, Pact hopes that civil society will have been strengthened sufficiently for Pact to gracefully exit the Ukrainian civil society environment. Pact hopes that at this stage, several strong NGOs will have emerged that can lead their counterparts in identifying reform priorities, demonstrating effective advocacy techniques, and leading coalitions of reformers where appropriate.

III. Civil Society Development: Ukraine's NGOs Prove That Long-Term Investment Yields Most

Reforms: Moving Forward

In June 2010 Presidential Administration released its *Program of Economic Reforms for 2010-2014*¹ that sets the key priorities for Ukraine's economic development. Since then, Ukrainians are observing some of these reforms making headways. Among those were the administrative restructuring, the adoption of a new tax code and the initial stages of the pension and land

¹ Committee of Economic Reform under President of Ukraine, Program of Economical Reforms on 2010-2014, "Wealthy society, competitive economy, effective government", June 2010, http://www.president.gov.ua/docs/Programa_reform_FINAL_1.pdf

reforms, while many others are in the pipeline. Unfortunately, on many of these occasions, civil society voices were feeble at best, thus contributed little or in an adversary manner to the new policy construct. Yet, these reforms – with varying degree – do have direct impact on life of the average citizen, therefore critical to channel them early on and in a constructive fashion into the policy cycle.

A vivid example where adversarial behavior superseded practical participation was the adoption of the Tax Code in November 2010. The bill introduced in the Verhovna Rada triggered thousands of private entrepreneurs to protest on the streets of Kyiv. Many observers were calling this protest Maidan-2 and were comparing it with the events that happened six years ago. As a result of this protest President had to veto the code and eliminated some articles that were the most controversial for the entrepreneurs. The new Tax Code with President's amendments was quickly approved in the Parliament and Maidan-2 was removed by militia during the night.

The tax code adoption was a strong motivator to mobilize many people who otherwise would not go out to protest, but unfortunately this was not coupled with in-depth policy dialogue between the government and civil society. Most of the demands of Maidan-2 protesters were formulated around the impeachment of the President and dismissal of the government and Parliament. There were virtually no substantial economic arguments based on evidence and analysis followed by viable policy alternatives. In fact, the sequence of events showed once again the fallibility of civil society as equal partner in the policy making. Civic actors could not reach consensus in their demands and couldn't provide the indispensable policy proficiency and input into the policy discussion.

Despite some of these positive progresses in reforms, most international observers and Ukrainian civil society highlight discernible drawbacks in human rights and freedoms. Statements from the EU and other international accounts continued to highlight the limitation of freedoms, including the prosecution of opposition, curbing media freedom, abolishment of the anti-corruption legislation package and adoption of backwards amendments to the public procurement law. Encouragingly, most of these issues are picked up by civil society and therefore are publicly discussed in Ukraine and internationally.

Without doubt, Ukraine's prime driver for reforms is the European Union's conditionality. Further dialogue on EU-Ukraine integration continues to be on political agenda and remains one of the strongest drivers for reforms. The Joint Press Statement after the EU-Ukraine Summit in November 2010 and the following European Parliament Resolution recognized Ukraine's progress in the negotiations of EU Association Agreements. As a result of the summit, the Action Plan for Visa Liberalization for Ukraine was agreed upon. Regrettably, the slow pace of following through the administrative reform and restructuring key government agencies responsible for implementation appear to delay full implementation of the Action Plan. It is encouraging, however, that the government earmarked sufficient budget resources for the visa plan implementation.

Ukraine is also making progress in negotiations on the so-called Deep and Comprehensive Free-Trade Agreement (DCFTA) with the EU. All echelons of the administration, including the President and the Ministry of the Foreign Affairs, the DCFTA is to be signed by the end of calendar year 2011. Ukraine also signed the Energy Community accession protocol that will require Ukraine to reform its energy market to make it more transparent. The further European integration and the progress in negotiations of the Association Agreement will promote reform processes in Ukraine and will ensure additional technical assistance from EU. With the EU's

backing, many lead NGOs now seem to recognize that their momentum of pushing their opinion in the otherwise hasty reform agenda is through the label of Europeanization. The past period proved that it cannot happen without NGOs' active part-taking and constructive criticism yields long-awaited rewards.

Civil Society: Breakthrough and Quick Win Opportunities

In a concerted effort, Ukrainian civil society scored a major victory by successfully pushing the final adoption of the law "On Access to Public Information". On 13th of January 2011, after three years of relentless efforts of NGOs, journalists and committed politicians, the Verkhovna Rada of Ukraine finally passed the law. The legislation, formally initiated by MP Andriy Shevchenko (BYUT) grants more rights and freedoms to citizens and organizations in attaining information from government bodies and institutions. As a part of a legislative package, another bill "On changes to some laws on access to information" initiated by MP Olena Bondarenko (PoR) was also approved by MPs.

This success of the civil society is important for several reasons. First of all, it fueled many civic leaders with renewed energy. After the past years' bitter encounters, many of them lost hopes about the possibility of influencing national agenda, especially on the issues of transparency. Activists became skeptical about the efficacy of their own advocacy campaigns and were not anymore expecting breakthroughs. In a time when international observers warned of Ukraine's backslide in democracy, this victory was much needed. It also showed the importance and necessity of consolidating civil society efforts around one specific issue. The success was only possible because NGOs and journalists are all part of the New Citizen platform and Stop Censorship movement and stayed united along the campaign. This united force made their advocacy campaign effective. With mutually reinforcing action, divvying up the labor, campaign activists released synergies undetected in preceding years. Importantly, the campaign combined soft and hard pressure, direct and indirect engagement with key stakeholders, including with incumbent political players. Activists participated at government meetings, negotiated informally with government representatives, drew international attention and guaranteed public support through information campaign and public actions.

The outcome of this campaign demonstrates that it is not only possible to get ultimate impact on reform legislation but at times it proves easier now, than with the previous, arguably "more democratic" government. Since the current president consolidated critical power under his watch, crucial legislation is on the fast-track. The challenge is to ensure constructive, policy-relevant, thus inescapable input from civil society, which often is still missing from the policy discourses.

Unfortunately, civil society capacity in this equation is limited. They still miss out engaging with reforms that are on the government agenda and influence the life of many Ukrainians. More civil society voice is essential in sectors such as pension, land, and other socio-economic reforms. Future successes of civic actors hinges upon a critical but constructive collaboration with the government. NGOs will need to engage through policy-relevant activities, as well as use the full range of the advocacy tools to keep matters important to their constituency on the reform agenda.

After the Access to Public Information legislation was approved, participating NGOs further consolidated their ideas and approaches in order to ensure effective implementation of the new bill. Previous experience has shown in Ukraine that in absence of sound implementation many – otherwise progressive – policies fail to take deep roots in everyday behaviors. Therefore it is

important not only to advocate for the approval of one or another law, but also continue to be on the look-out when it comes to their implementation.

The increased participation of civil society in processes like Ukraine's convergence towards the EU or the revived US-Ukraine Strategic Partnership forums created new avenues for civil society to be involved in reform processes. One of the venue, resulted by the initiative of the US State Department, involves of civil society into the bilateral government dialogue via the US-Ukraine Strategic Partnership. This provides another opportunity for civil society to engage into dialogue with government into specific policy areas discussed on the formal government-to-government agenda.

The other promising platforms for the future constructive engagement with the government is the so-called Civic Expertise Council, which was created by the previous administration but still continues to provide input to the Ukrainian Part of the EU-Ukraine Cooperation Committee. The Council gathers over twenty lead Ukrainian experts from different sectors to inform Ukraine's EU integration process with policy-relevant analyses.

In order to make it more influential in months to come the Council's capacity should be strengthened so that it could aid its members' impact on policy outcomes. The Civic Expertise Council members are the critical mass of reform constituency, featuring the crème-de-la-crème of Ukrainian think tanks. The Council discusses reform policies relevant to Ukraine's closer convergence towards Europe. It hosts government officials and intends to create a regular platform of interaction between Ukraine's think tanks and the interested international community. In sum, the Council is a natural forum for on-going reform dialogue between the most influential think tanks and their domestic and international policy audiences.

A whole new set of opportunities for NGOs influence on policy-making are perceptible in other policy areas as well. With UNITER facilitation, research institutes conducting empirical research and thus engaging in evidence-based policy dialogue regarding Crimea receive exceptional attention from high level representatives of the Government of the Autonomous Republic of Crimea. And, indeed thanks to the happy ending of the access to public information saga, windows of opportunity are emerging in other policy areas, such as in electoral reform – where NGOs are active participants of the government-managed working group; or in public procurement – where NGOs push both international organizations and the government to hold onto the principles of transparency. Pact's sectoral approach gathering interested parties, including the relevant donor community, will serve to expand these and grasp other openings in the period to come.

Future trends and recommendations

In different public statements, the government has indicated its plan to implement radical reforms during 2011. Among the most current plans the President prioritized are the reforms of the energy sector, communal services, education, public health, pension system and land ownership. Since the government wants to implement reforms in these crucial sectors within a very short period of time, it poses a challenge and limited opportunities for civil society participation and public discussion. But in order to ensure its impact on the reform process the NGOs should focus their attention on:

1. Participation in the policy process in a practical manner by providing the existing policy-relevant expertise in the specific sectors to demonstrate determination and drive for reforms;

2. Developing their capacity in sectors where they so far exhibited less engagement so that they are able to hold dialogue with the government become an inexorable part of the policy cycle;
3. Continuing to form sectoral coalitions to create synergies, consensus and develop joint positions among various civic actors to amplify each others' voice;
4. Engaging through education, information and mobilization campaigns with the most-impacted social strata to demonstrate constituency and grass-roots support.

Main UNITER achievements

As UNITER reaching the mid-point of its activities it plans to reflect on the main achievements of the project so far and adjust the project strategy accordingly. To this end, Pact commissions a mid-term evaluation involving a team of external consultants who will take a critical look at the project activities and develop strategy recommendations for the remaining project period. Save strategies for the road ahead, half-way through UNITER, Pact started to harvest crops from the fresh seeds that were planted to date in Ukraine's civil society.

Promoting reforms

With the help of continued financial support and capacity building from UNITER, led by Center UA, the New Citizen NGO coalition has grown from a mere mobilization campaign and fifteen-minutes-star to a powerful advocacy platform uniting the positive energies of many lead NGOs. The Center UA demonstrates outstanding capacity in facilitating the work of different stakeholders including NGO representatives, civic activists, journalists, public figures, international community, Parliament and government representatives; an extremely invaluable skill for effective advocacy. The platform is able to activate quiescent resources that otherwise always existed in civil society and proved authoritative in the not-so-distant past. An emblematic episode in the utility of united NGO voice was the triumph in pushing for the adoption of the Access to Information legislation.

A key momentum of this issue-campaign was the employment of a wide range of advocacy tools. Center UA and lead NGOs held personal meetings with different representatives of government; intense media presence in both Ukraine and abroad; appeals to international institutions, such as the European Parliament and the Council of Europe.² As well, a critical piece was the genuine expert input in the legislative process. It is this policy-relevant expertise stemming from Ukrainian think tanks that Center UA plugs into the regular New Citizen discussions to inform a consensual position on various reform areas.

Besides the issue of access to public information, Center UA and the New Citizen platform created "situational networks" around policy issues, such as the Housing Code, language and NGO legislation, Election Code, and others. NGOs that work on other policy issues were inspired by the New Citizen example to form their own coalitions and now UNITER is assisting them with capacity building, mentoring and financial support. One of the promising sectoral initiatives is the coalition of organizations on the public procurement, which is facilitated by the Kirovograd-based NGO, TORO Creative Union. Pact's on-going monitoring and assessment shows that the NGO still requires a hand-holding type of assistance from UNITER to develop its capacities to be able to facilitate a divergent group of stakeholders, expand people-skills to

² Ukrainian NGOs and media addressed these international institutions through letters, public statements and personal meetings, which yielded in the inclusion of access to public information question in the November 2010 resolution of the European Parliament related to Ukraine.

present their stance and efficacy to the larger group of players. It also yet needs to develop in-depth policy expertise in the actual sphere of procurement legislation in order to effectively participate in the high-level policy discussions.

UNITER is also launching sectoral groups on culture and energy issues. UNITER partner Garage Gang held a fruitful discussion on the priorities in the cultural sector involving different civil society players and donors of the sector to develop a consensual plan for future development of the cultural policy in Ukraine. Revitalizing Ukraine's citizens from the post-soviet apathy requires injecting fresh ideas and behaviors. Rejuvenating Ukraine's cultural policy is just one of the necessary policy areas that trigger deep-seated change in everyday behavior. Elsewhere in the energy discourse, an embryonic policy group is emerging with leaders of a few key civil society players, such as Greencubator and Dixie Group. Their first steps towards sectoral approach were to look for ways of cooperation with a wider group of stakeholders and donors.

The project is looking forward to launch similar sectoral networks on other policies that are now being assessed for possible intervention by UNITER. Pact's sectoral approach starts with careful sectoral analysis (assessment) of the policy sector and yields in identification of possible capacity building interventions for Pact. The key points for each sectoral analysis are:

- Policy analysis of the key problems in the sector including the government's reform plans, the cost of non-reforming and the European context.
- What do main civil society initiatives address? Who are the key players of the civil society? What is their perceived impact?
- What are the opportunities? What is missing from the civil society to address the problem?
- What are main donors concentrating on?
- Recommendations for policy and development intervention.

The sectoral approach takes a close look at the role civil society organization should play in the reforms that are currently on the government agenda and closely related to citizens' interests. These include pension reform, land reform, consumer rights regulations, education reform, employment rights, and regional integration. Pact identified these areas of reforms by triangulating public opinion, local and international views and the Government of Ukraine's reform agenda. Pact relied on regular public opinion surveys published by two of UNITER partners Razumkov Center and Democratic Initiative Foundation, as well as IFES' study in the run up to last year's local government elections. A critical voice of public opinion Pact looked at was its partners' views. The UNITER conference held in early October and the UNITER strategic retreat – both with active involvement of UNITER national partners and local grantees served as basis for selecting the relevant policy areas. The government's reform agenda are referred in a handful of legislative acts while in terms of international views, Pact relied primarily on the so-called "Fule Matrix," a list of conditions of the European Union for Ukraine's further integration into the European systems. The sectoral assessments that are now commissioned to International Center for Policy Studies (ICPS) thus define the priorities for reform in these above areas and include a snap analysis of stakeholders and mapping of the civil society activities.

A next step in the sectoral approach for UNITER is to connect national reform platforms with the local initiatives through announcement of the new call for proposals for sectoral networks of organizations from different oblast to advocate on the national level. This is happening through

the newly designed Local Advocacy Grants Program in close collaboration with the East Europe Foundation.

Crimea program

UNITER has launched the program on Crimea Community Enhancement Centers by providing technical assistance to organizations that has the potential to become not only resource but enhancement centers for their communities. During fall 2010, Pact identified five Crimean NGOs that are to serve in communities and regions of Saki, Sovetskiy, Dzhankoyskiy and Bakhchisaray rayons and in the city of Sevastopol. Organizations are receiving direct assistance from Pact in the format of organizational capacity assessment, study visits to similar NGOs in Central Europe, and learning about tools on how to work with communities. By the end of the calendar year, these NGOs will need to serve as centers that could support civic activism and will be a driving force for further community development.

The second round of Crimea fellowship was launched in January 2011 with re-branding of it into Civic Innovation Fellowship in order to distinct it from other leadership programs in Crimea. As a result of thorough selection process, essays evaluation and individual interviews, Pact selected fifteen bright, young civil society activists from Simferopol, Armyansk, Kerch, Yalta, Feodosia and Krasnogvardeysky rayon. In accordance with Pact's participatory approach, UNITER relied on the groups' demands in developing the final curriculum of the current fellowship cycle. UNITER held four fellowship meetings by now covering such topics as communication, community mobilization, and fundraising. UNITER invited various professionals to lead different components of each fellowship program, while the overall design and taking the lead training rests with Pact's Crimea staff. The program combines active learning, exchange of opinions, professional network development opportunities, cross-regional experience exchange, and – critically importantly – introduction to and matching the fellows with UNITER national partners and their national initiatives.

The Crimea public policy research grantees, which started their work in September are now reaching to the point when they address the wider public with the results of their research. IN April, Razumkov Center has presented the preliminary results of the research on "*Quality of Life of Crimean population and perspectives of its increase in the context of Crimea Development Strategy 2011-2020*" that highlights regional issues and suggests potential ways of responding to social demand. The research finds that like many Ukrainians, Crimea population is concerned with the basic socio-economical issues that include income level, quality of communal services, pension sphere, environment, tax system. Experts emphasized that the development of the recreational sphere should be a key priority that can potentially increase the quality of life of Crimea population. They also acknowledge that current political conditions are favorable for the successful Strategy implementation and there is a need to develop innovative regional development approaches, social consolidation and ensuring dialogue between different cultures. The national and regional anticorruption policies are also key for the development of Crimea, as well as for the whole Ukraine.

Enabling environment for NGOs

In October 2010, the new draft Law "On Public Associations" (№ 7262) was registered in Verkhovna Rada, by Volodymyr Moysyk - MP from Nasha Ukraina. This draft law received negative conclusion from public experts as not providing any improvement in legal environment for NGOs. Since the Ministry of Justice and the Cabinet could not pass their draft of the bill "On Public Associations" quick enough to submit it for consideration of parliament in time, the project team of the Ukrainian Center for Independent Political Research (UCIPR) selected the

MPs as an alternative way to submit an alternative draft. This draft was considered by the Verkhovna Rada Committee on State-Building and Local Self-Government and was recommended for first reading review. UCIPR, together with other members of New Citizen platform continues to advocate for the legislation that is scheduled for the first reading in the parliament in the closest Parliamentary session.

Although the new Tax Code received many criticism from different organizations, it includes the important provisions for the charitable organizations. UCIPR and its partners advocated for the decrease in tax burden on charities and recipients of charitable aid, providing additional funds for charities to devote to charitable activities. The amendments that were proposed by UCIPR were all included into the final version of the Tax Code that was approved. The tax code now provides better opportunities for businesses to support NGOs in general and endowments in particular. It allows NGOs provide social services and carry out activities related to ecology and right protection without losing their not-for-profit status.

In November 2010 the Cabinet of Ministers had signed a decree “On Public Councils at Executive Authorities.” UCIPR and the group of experts were involved in the drafting of this decree that established clear and transparent procedures for participation of civil society organizations in the public councils. The group also provided a number of consultations to ensure proper implementation of procedures by the Government decree for both government officials and NGO representatives. Despite the fact that this legislation guaranteed equal rights for participation for different NGOs it received criticism from a part of the NGO expert community; from those who were not eager to open those mechanisms for others. They argued that the public councils should have some pre-screening of the candidates to be eligible for membership. Despite of the criticisms, a review of the establishment of the newly formed public councils suggests that, especially on the local level, the formation of Councils united people who really wished to participate in decision making. For example, in Vinnytsa the public council of the oblast administration became a genuine platform for civil society collaboration. A testimony to this was that Vinnytsa, under the auspices of the public council organized a Forum of Social Investments in the format of an NGO fair.

Capacity building

Since 2009, Pact developed the NGO Capacity Building Marketplace, a unique tool that helps transforming Ukraine’s NGO capacity building market by strengthening the direct connections between capacity builders and NGOs seeking services, based on a market-oriented approach. It consists of the three components:

- 1) Offline Capacity Building Fairs: organized regularly for service providers in an “expo” format and serves as the sharing and networking platform for capacity builders. In November, UNITER partner GURT conducted the third NGO Capacity Building Fair. The event featured presentations of service providers, expert discussions on the capacity of Ukrainian NGOs, workshops and master classes devoted to specific capacity issues. More than 200 people participated at the event and more than 30 providers presented their services at the fair.
- 2) The online “*NGO Marketplace*” - the virtual web-based platform where demand meets supply. The online marketplace was launched in November 2010 and is serving as one of the key component of the tool that ensures transparency. Since the portal was opened more than 140 service providers and more than 200 users are registered there.
- 3) The Voucher System (Bank) to allow for continued donor financing of the cash-strapped market. UNITER provided 63 vouchers for different organizations ragnign amount between USD300 to USD3,000 in monetary value to cover various trainings and

consultations for NGOs on basic topics such as communication, fundraising, financial management and issues stemming from the revised tax code. The voucher system allows any organization to receive a service that is specifically targeted to its need.

For further sustainable development of the NGO Capacity Building Marketplace it is necessary to ensure support from different stakeholders. This includes other donors buy-in for supporting capacity building of the NGOs through vouchers and the local administrator of the Bank. Pact with assistance from USAID has organized a number of presentations to different donors. While many donors are interested in the concept itself it is going to be a challenge to find ways on how they will be able to support it. As many of them are limited by their own procedures and funding priorities, Pact will be looking for a local Ukrainian implementer of the NGO Capacity Building Marketplace, who will be able to absorb and manage funding arriving from various donors with diverse funding policies. Thus, Pact developed a draft and will announce the call for applications for local administrator who will have to meet the criteria of well-developed internal financial management, readiness to pass international audit, committed to the idea of the capacity building and – at the same time – is not interested in providing the services itself (in order to avoid potential conflict of interest.) The smooth transfer of the developed tool to the local organization will be the main task for UNITER in the upcoming period.

Financial viability

Pact continues to support the financial viability of organization and sees it as a cross-cutting theme for all its programs. Pact encourages the co-funding from the businesses and government for its grantees. Ukrainian businesses and government are still recovering after the global crisis of 2009 and are not so eager to support NGOs. But UNITER partners are focusing on creating of additional opportunities for NGO funding and minimizing burden from businesses if they decide to support NGOs.

As part of the UCIPR project, Pact supports the advocacy campaign for the Draft Law “On Charity and Charitable Organizations” that was registered in the Parliament and recommended by Verkhovna Rada Committee on Culture and Spirituality for adoption in the first reading. This legislation simplifies the procedures for registration of charitable organizations, provides mechanisms for control over charitable funds and introduces new tools for charitable activities. As was mentioned above, UCIPR expert team also advocated for the specific amendments to the new tax code that is in the effect starting this calendar year. Despite all criticism of the code, it actually improves the environment for charitable activities. Particularly, it decreases the burden on charities and recipients of charitable aid and provides better opportunities for NGO funding from business.

The Center for CSR Development (CSR Center) continues working on the development and approval of the National Strategy on CSR for 2011-2015. The National Strategy on CSR is aimed to guide the socially responsible behaviors and therefore will ensure the continuous support of the civil society by business. The CSR Center is actively involved in advocating for the strategy but at the same time is also promoting the concept of CSR among businesses. As part of their promotion campaign, they spread the best practices, conduct different experience sharing events and motivate businesses to engage through different competitions and fairs.

IV. Project Activities

A. Objective 1: NGOs better represent citizen interests and drive reform through more effective advocacy, monitoring and activism.

Activity 1a: NGOs, individually and collectively, advocate for government accountability at the local level

Under this activity Pact continues to support local initiatives in partnership with *East Europe Foundation* (EEF) who is administering the second round of the Local Advocacy Grants Program (LAGP). UNITER is committed to assist EEF in their further capacity with the regular consultations and facilitations from UNITER team. Considering EEF as a strong administrator with a well-established grant procedures Pact continues to work closer and in-depth with EEF in order to motivate them using new approaches managing grants.

Vinnytsia "Harmony" Civic NGO for Youth with Disabilities

Approximately 8,000 residents of Vinnytsia oblast (including 2,000 young people) are wheelchair-bound. They are in need of physical, psychological and social rehabilitation as well as daily possibility to freely use city infrastructure. Despite the fact that by Ukrainian law all local infrastructure should be accessible, there are still barriers for wheelchair users such as stairs, stone curbs, narrow doorways, high doorsteps, etc. These barriers force people to stay in their homes, while people with vision and hearing impairments face similar problems with regard to access to information and participation in social life of the community. All this is the result of lack of motivation on the side of local authorities and unavailable mechanisms for enforcement of the legislation at the local level. Vinnytsia "Harmony" Civic NGO for Youth with Disabilities decided to change this situation and increase the level of accessibility in the city. The NGO started to implement the project "The right to live free and mobile". The goal of the project was to create an accessible environment for disabled people by enhancing the working capacity of local accessibility committees in Vinnytsia oblast. The project analyzed the accessibility level of social infrastructure/facilities in five rayons of the oblast and developed recommendations for improving them. It also organized training seminars for new members of rayon administrations and developed and disseminated information materials: 1000 copies of booklets and 500 copies of guides for the members of the Accessibility committees in different rayons of Vinnytsya oblast. The organization held 2 meetings of the Accessibility Committee during which the organization presented the results of the monitoring and proposed the format of the city program "Vinnytsya – city accessible to everyone". After the meeting with the mayor of Lipovtsy city, Vinnytska oblast, one of the city council officials started monitoring of the accessibility of the building and asked people on wheelchairs about their difficulties and challenges when accessing the city hall. The mayor of Lipovtsy promised to eliminate the barriers and create favorable conditions for people with limited mobility. He also pledged to relocate the office responsible for communication with citizens to the first floor where people on wheelchairs could come without any obstacles. Also, the visit of "Harmony" NGO to Lipovtsy prompted the local community to form the NGO of their own and continue to advocate for accessibility of not only city hall but other building in the city.

Project activities drew substantial attention of Vinnytsa city administration to the issue of accessibility too. City council marked public transportation stops for people with disabilities and displayed the schedule of the "low-floor" trolleys for people on wheelchairs. Foremost, the main achievement of the project is the advocacy campaign led to the adoption of city program by Vinnytsya city council on achieving barrier free environment by the end of 2015 "Vinnytsia City is comfortable for everybody 2011-2015".

1. Administration and implementation of the second round LAGP

During reporting period EEF administered twenty two local advocacy grants selected through the second round competition of the Local Advocacy Grants Program (LAGP-2) in June-July 2010. According to EEF's evaluation, most grantees of the second round implement their projects successfully bringing significant impact to their respective communities. Based on interim results of LAGP-2 the grantees launched 22 advocacy campaigns bringing changes in the areas of government accountability, municipal housing reform, citizen participation, effective citizen input into local development planning, effective governance and empowerment for disadvantaged groups. All in all 22 grantees are creating partnerships with a more than 140 NGOs that have actively participated in these advocacy activities, in the end leading to the establishment of 23 NGO-citizen coalitions and networks (see description of all EEF-administered projects in the Annex 1).

Tamarisk Center for Support of Public and Cultural Initiatives

Dnipropetrovsk faces a range of urgent social, economic, cultural and other problems. The non-governmental sector is trying to implement various initiatives to solve the social problems of different groups of vulnerable population and develop partnerships with other sectors of society. For this, local NGOs receive funding for their projects from mainly international donor organizations and local business, but the local government has not yet developed a transparent mechanism to provide support to these organizations. For example, Dnipropetrovsk has no mechanism for tackling local problems such as a municipal competition for social projects. Tamarisk Center for Support of Public and Cultural Initiatives was eager to improve the circumstances and help local NGOs to become more sustainable, therefore initiated the project on "Social projects as effective way to solve local problems". The goal of the project is to develop a mechanism for funding NGOs which provide social services from the City of Dnipropetrovsk budget through local social project competitions.

The project is still running and to date the NGO has already researched the existing experience of other cities of Ukraine and currently leads the efforts of local NGOs to develop regulatory documents for such competitions. Tamarisk organized roundtables, press conferences and seminars to inform the community about the process and put all the draft documents on the Web to seek public feedback on the draft documents. The grantee managed to establish partnership relations with the department of internal affairs in the local city executive committee to finalize the draft documents and present them to the city council for approval.

In the framework of the project, the NGO set up and developed partnership with local council. The Directorate on internal policy issues is the main partner of the project. The head of the directorate together with the head of the NGO project conducted a study trip to Odessa to familiarize with their practices of social competition mechanisms and implementation techniques. To increase the pressure on the Dnipropetrovsk city council to adopt the draft Resolution "On implementation of the social order mechanism in Dnipropetrovsk city", the NGO prepared an Open letter to Dnipropetrovsk mayor, signed by twenty nine civil society and charity organizations. Information on the implementation of the project and entering the coalition of NGOs can be found at <http://cso.dp.ua> in the "social order" section.

The NGO conducted an advocacy campaign on Implementation of the social order mechanism in Dnipropetrovsk city, and proposed several positive modifications to enabling legislation regulation for civil society. In the framework of the project, NGO incorporated its efforts in drafting the necessary legislation acts to introduce the mechanisms for social

competition financing. These draft Regulation on “Social Order in Dnipropetrovsk City” and draft Resolution of Dnipropetrovsk City Administration “On implementation of the social order mechanism in Dnipropetrovsk city” were submitted to local city government and are still under consideration. It is expected that Dnipropetrovsk City Council will adopt regulatory documents to run competitions for social projects in Dnipropetrovsk, and the Dnipropetrovsk city executive committee departments will carry out open competitions for social projects among local NGOs.

The LAGP grantees initiated the development of twenty two regulatory acts and public policies at the local level, twelve of which have been already approved. All LAGP-2 grants are expected to be closed by 15 June 2011 but some of them have already had significant results presented below:

- The project of NGO Tamarisk (Dnipropetrovsk) is aimed at developing a mechanism for funding NGOs which provide social services from the Dnipropetrovsk city budget through social project competitions. The grantee has researched the existing experience of other municipalities of Ukraine and leads the efforts of local NGOs to develop regulatory documents for such competitions. In partnership with the department of internal affairs and local city executive committee grantee has developed the drafts of the regulatory documents that are needed for approval in Dnipropetrovsk. It organized the public discussion of the documents and ensured the competition will correspond to the local demands of the community. It is expected that Dnipropetrovsk City Council will adopt regulatory documents soon so that the city administration will be able to carry out open competition for social projects among local NGOs.
- In 2009, Ivano-Frankivsk City Council has approved the program of improved provision of the administrative services. Under this program, the government established the Center of Administrative Services which is charged to become a single contact point for serving businesses and individuals. NGO Private Initiative Development Agency from Ivano-Frankivsk is working to improve the quality of administrative services provided by this Center. The grantee has conducted research of the existing administrative services and developed instructions for 68 administrative service procedures. The instructions are placed online and it is expected that an information kiosk will be installed at the center.
- NGO Creavita (Kharkiv) is working on the issue of the accessibility of public places for people with special needs. In partnership with the business community, local authorities and NGOs they are developing innovative approaches to solve this problem. The organization held three roundtable discussions with private transport companies, construction companies and the heads of administrative and social institutions in the city on the issue of equal access for disabled people. The organization has also created 18-minute video on the current level of accessibility in the city for disabled people and published informational materials on the situation. A broad media campaign was held throughout the project. As a result of the project the need to create accessible infrastructure has become a focus of attention at the city level and substantially increased the community's influence on the formulation of civic policy concerning people living with disabilities.

It was also discovered that some newly established organizations have demonstrated great abilities in project management and significant achievements in their advocacy capacities. Among those are:

- NGO Center of Support for Economic and Social Development in Ripky District (Chernihiv oblast) developed and approved by the district council the strategic district development plan as part of their project.

- NGO Eco-Dovkillya (Zhydachiv, Lviv oblast) organized an intensive information campaign in order to mobilize the local community to improve local ecology and protect environment in Zhydachiv. As a result of the advocacy campaign organized by NGO the territory received a status of the natural reserve from the State Department for Environment Protection. The local citizens participated in the tree-planting events organized by Eco-Dovkillya to create around 10 hectares of new green zones in and around the city.

Agency for the Development of Private Initiatives NGO

In 2009, the Ivano-Frankivsk City Council approved the program of improving the provision of administrative services in the city. As one of the tasks of the program, the Center of Administrative Services Provision was created as a single contact point where citizens and businesses can receive 140 various services they need. However, there was a need to increase the quality of the provided services and ensure its availability to all citizens. The Agency for the Development of Private Initiatives was eager to assist the Center and work on the improvement of the services and launched a project “Equal opportunities in accessing to administrative services in Ivano-Frankivsk”. The goal of the project is to increase the quality of administrative services provided in Ivano-Frankivsk and ensure their accessibility to people living with disabilities.

In the framework of supporting the Center of Administrative Provisions, the project developed seventy nine (79) administrative regulations that were approved by the Executive Committee of the City Council long with fifty two (52) simplifications to the existing regulations. For instance, requirements to submit sixteen (16) interim documents that are issued by service agencies were lifted.

Citizens of the city can now receive information about administrative services online in a separate section of the city council website at <http://mvk.if.ua/cnap/services#>. It is now possible to find regulations, upload and print out the informational card of regulation and necessary forms and blanks, email the forms, check the status of the submitted service request through the unique number each request receives.

Unfortunately, it was not yet been possible to introduce the informational kiosk due to the delay in co-funding form the city council, however the software is complete and ready for installation at the kiosk at any time. The kiosk will also ease the access to administrative services for people with disabilities. The city council provided official guarantees to the project for co-financing of the installation of the Kiosk. The delay is caused by the bureaucratic procedures City Council has to undertake to allocate funds.

The project is preparing to print 1000 copies of the brochure “Center of Administrative Provisions in Ivano-Frankivsk. Principles, mechanisms, tips”. The brochure will inform the population on the general activity of the Center and provide detail information of services, procedures and other useful advices.

The simplification of procedures became possible only due to combination of political will of city government and professional work of project experts, that were able to find possibilities and mechanisms in current legislations allowing implementing these changes and simplifications.

In practical terms, the NGO conducted an advocacy campaign for adoption of instructions on administrative services provided via municipal Center of Administrative Services Provision which resulted in adoption of two Resolutions of Executive Committee of Ivano-Frankivsk City Council “On adoption of instructions on administrative services provided via municipal Center of Administrative Services Provision” from of 25.08.2010 # 470 and 24.09.2011 # 560 .

2. *UNITER Partners Conference on Civil Society Development and Reform Strategies*

From September 30 to October 2, the UNITER Partners Conference *Civil Society Development and Reform Strategies: NGOs and Social Change* held in Kyiv revealed the need to enhance communication among civil society actors and pinpointed the need for compromise while looking for common solutions. The structural reforms in legislation, health and social services have been singled out as the priority for the regional civil society work in the next few years.

The conference joined together over 200 participants from all-over Ukraine to discuss the priorities of the reforms. The conference was conducted in the Future Search format that allowed all participants to constantly be engaged in the program. Future Search is an innovative format for the conferences of this size in Ukraine. It allowed participants to review the achievements of Ukrainian civil society so far, to analyze the current state of being and to plan the future steps in development. The results of the conference informed the priorities for selection of the sectors where UNITER focuses its current and future interventions.

Activity 1b: Establish the Ukrainian Reform Fund (URF) as an on-going mechanism to support continued reform and civic engagement efforts.

1. *Ukrainian Reform Forum for Europeanization*

After reviewing its concept of the Ukrainian Reform Fund, Pact continues to support the NGO platforms that are focused on promoting reforms in Ukraine. As part of this concept Pact continues to support Center UA organization that is a main convener of the few platforms already created. Thus with Pact support and funding Center UA continues to develop New Citizen platform.

The Ukrainian Reform Forum for Europeanization involves a strong nationwide communication umbrella provided by Center UA through the New Citizen platform. It includes deep-seated grass-roots activism performed by Democratic Alliance. And as the most critical piece, it gathers Ukraine's most influential think tanks. While the first two pillars have taken a kick-start in the past reporting periods, Pact relentlessly exerts its reach to nurture an inclusive, authoritative and policy-relevant cohort of the think tanks "stars." The Agency for Legislative Initiatives, which Pact at the inception of UNITER saw as the most eager partner being most inclusive and policy-relevant, by now it is clear that the organization's interest is concentrated on only a narrow set of reform issues and it lacks the interest and communication competence to serve as the foundation for the Ukrainian Reform Forum. In this constellation, Pact sees a new opportunity to revitalize the so-called Civic Expertise Council, an already existing forum gathering Ukraine's crème-de-la-crème think tanks and – crucially importantly – a forum that is already recognized as accepted by the Government of Ukraine.

Starting as an election mobilizing campaign New Citizen has evolved into platform where many NGOs find synergy in reaching their mission. The platform allows partners to coordinate their efforts, look for additional support for their project and improve their activities. The civil society was inspired by the success of the platform in advocating for Access to Public Information legislation. While a lot of work was done by the legislation experts in drafting the laws during 3 years, the law would not pass without the intervention from the New Citizen that ensured that the issue will stay on the agenda. The members of the network were able to mobilize experts, journalists, international community and NGOs so that legislation will be finally approved in

Verkhovna Rada on January 2011. After the approval of the legislation New Citizen is also coordinating the implementation process of the legislation.



Occasion to celebrate: access to information marks major civil society and media achievement.

Creative and inspirational artists, journalists and civil society activists gathered to celebrate joint efforts in excelling the access to information campaign at the opening of the photo art exhibition “PidPRESSom”.

On a cold winter eve, “Babuin café”, an iconic avant-garde Kyiv place turned from a library-like coffee house to an art gallery. Pictures of famous journalists decorated the walls but what is more – all of them could be found right next to it, debating with civil society activists, sharing concerns with media colleagues, discussing future plans with international community. Suddenly, the concept of the installation became vivid and definitive, no clichés with covered mouth or other negative qualities. Each photo

is a classic portrait of a journalist with his or her quote on the threat of censorship and gains of free access to information.

Many USAID partners were spotted there, adding to the festive spirit of the gathering. After months and months of hard work, it is now safe to talk about Ukraine’s civil society victory and its ability to practically serve their primary customers - the people of Ukraine. The two very liberal bills on access to public information were adopted by Verkhovna Rada of Ukraine on January 13th and signed by the President of Ukraine . New legislation allows citizens, media and NGOs effectively participate in decision making processes and held government accountable in more dynamic ways. USAID funded media and civil society projects were instrumental to provide necessary resources, consultations and motivation to the activists of the access to information movement when they needed it the most. The photo art was a visualization of all the efforts, time and expertise invested to create that victorious moment of joy.

Happy faces of the people socializing at the crowded event meant many diverse things. Gathered around some of the exhibited pictures, public opinion makers and non government organizations, the driving forces behind the campaign were gladly enjoying the discussion on the increased transparency of their future interactions with the government and build plans on more joint actions. Journalists and media, instinctively gathered just across the room, vying with each other over new opportunities to fight censorship and ways to appreciate the freedom of speech. One of the masterminds behind the exhibition idea, Vakhtang Kipiani also the editor in chief of Internet portals “Historical truth” and “Vladometr” shares that “Freedom of speech for a journalist is oxygen. I don’t need anything else to breath, work and live”.

Coincidental visitors, who stop by the “Babuin café”, are captured by the ideas and general enchantment of the event. It is now clear how the access to information can influence their lifes and their personal stories. “Access to information could have saved thousands lives when the Chernobyl nuclear disaster happened. Censorship is not only journalists’ problem. Free access to information makes us people and not a controlled flock” spilled out on her poster Yuliya Bankova, the journalist from the TVI channel.



Experience has shown that many good policies fail at the implementation, thus it is important to ensure that it will get implemented. The organizations that are working on the implementation of the law have defined few priorities of the campaign and are now working in smaller groups to address this priorities:

1. Developing methodology: the members of this group are developing the list of legislative acts that are needed for effective implementation of the law. They are closely cooperating with the State Committee on Radio and Television who is responsible for the implementation of this legislation. The group is now developing a set of drafts legislation. The laws and legislative acts will be adopted by the government in order to implement the Access to Public Information legislation:

- Draft Law on amendments to Law of Ukraine “On Security Service of Ukraine (SBU)”, Code on administrative violations, “On State Secret”, “On State service of special communication and protection of information”, “On local self-government”
- Draft of Instruction on working with requests on access to public information
- Draft amendments to the Instruction draft on recordkeeping in the ministries, other central executive bodies, Council of ministers in AR Crimea, local executive bodies.
- Draft amendments to the Instruction on accounting procedure, storage and usage of documents, cases, publications and other materials, which contain confidential information, which is the property of state.
- Draft amendments to the information disclosure procedure on official web-sites of executive bodies.
- Draft of Instructions on holding register of public information in the executive body
- Guidelines for executive bodies and local authorities concerning to ensure the implementation of the law “On Access to Public Information”
- Drafts of Regulatory acts of the heads of public administration on the implementation of the provisions of Law “On access to public information”

2. Training different stakeholders on how to use the legislation. The group has defined the key stakeholders that need to be trained that include public servants, journalists, NGOs and activists.

3. Information campaign. The group plans a wide information campaign that will inform different stakeholders about the law and the opportunities it provides. As part of this component of the implementation campaign it is planned to organize the road show that will include representatives of the Verkhovna Rada Committee on the Free Speech and Information, legal experts, NGO activists and media. This diverse group of people will travel into each oblast and conduct a public presentation of the law to the oblast and city administration, local media, NGOs and activists. The group also plans to develop a documentary film that will show how the access to information improved the life of concrete people. Number of other informational activities is now planned by the group including TV spots, leaflet distribution, creative actions in the regions, etc.

4. Monitoring the implementation. When the law will finally be implemented this group will monitor how it is implemented in the regions and report if there any problems. The group also plans to conduct opinion polls of the citizens regarding the access to information.

5. Legislative support of the implementation. Once the law will be in effect starting the May 9, 2011, NGOs are expecting that NGOs and journalists will need legal assistance in defending the

access to information cases in the court. The group plans to provide such support including court litigation for the most critical cases.

Besides the Access to Information the New Citizen platform has also supported several initiatives on different issues including advocating against housing code and language legislation that were drafted and registered in the Parliament, promoting the law On Public Associations, participating in the election code discussion, and others. Organizations that are now united under the New Citizen platform are planning to promote the national reforms further with the support of the regional network that is now created under its auspice.

In December 2010, Democratic Alliance has started the creation of the regional network of the New Citizen through its Academy of Public Advocacy. It has announced the wide call for application for that project and had collected more than 1000 applications. Among those applicants Democratic Alliance has conducted the workshops in each oblast in order to select 5 participants from the oblast. The selected participants are taking part in the intensive program that presents its participants with the basic tools of advocacy including coalition building, working with media, lobbying, and public actions. They also learn how to plan an effective advocacy campaign that includes the problem definition, stakeholder analysis, media campaign planning and other. After each session the participants has a home task to apply the tools that they got in practice. Many participants already had launched their campaigns in the region. It is further expected that those participants will participate in the implementation of the Access to Public Information legislation and also form the network that will support other national reforms in the regions.

Center UA is also facilitating the creation of another platform which unites experts on Europeanization from the Civic Expertise Council. Civic Experts Council is the official structure that is working with the Ukrainian Part of the EU-Ukraine Cooperation Committee. The Council is headed by Oleh Rybachuk and consists of around 20 leading experts in different sectors that are important for integration processes including energy, environment, foreign policies, human rights and other. The status of the council allows the experts to provide recommendations and monitor the process of Ukraine's Europeanization, but unfortunately the expert community is not ready for the collaborative work with each other. Most of them are experts in their field but they are not ready to commit to additional work outside their organization and brand and therefore miss the opportunity to influence governments' agenda. Center UA plans to activate the work of the council through additional communication and PR campaign, and ensure that the findings of the experts' research will influence the policy process in Ukraine. UNITER is involved in development of this platform and plans to fund for increasing its impact on the EU-Ukraine integration and reform process within the country.

Activity 1c: Support and enhance national NGO policy reform efforts.

1. Commission and conduct sectoral studies as a base to unite civil society, government and donor strategies.

UNITER continues to pursue the sectoral approach in strengthening networks of organizations that are working on particular sectors. While it supports the current national grantees in the specific sectors of energy efficiency, foreign policy, cultural policy, transparency and others, Pact is also looking at the other sectors. Pact has identified the specific sectors that are now on the government agenda and where civil society actors are either not active or under-represented.

Pact commissioned the sectoral assessment to International Center for Policy Studies on the following sectors:

- i. Pension reform
- ii. Land reform (moratorium cancellation)
- iii. Consumer rights
- iv. Education reform (link with labor market)
- v. Employment legislation
- vi. Regional integration

It is expected that the first reports will be presented and discussed with the stakeholders in May-June. The reports will include analysis of the key problems in the sector, analysis of civil society activities and donors funding, and what are potential for increasing the civil society role in reforms. This will inform Pact's future funding strategy for national level projects. Pact is also planning to conduct sectoral assessments on other important sectors that will include government transparency and accountability, cultural policies and few others.

2. Support thematic (sectoral) networks and leading policy change organizations

Pact approach civil society not as a separate sector but as system of sub-sectors that are concentrated on specific issues. Thus, the term "sector" or "sectoral" refers to development of clear thematic areas (sectors) within civil society. The sectoral development approach is exercised through strengthening civil society organizations within a particular sector, while assisting key sectoral leaders - whether they are an NGO, association, platform, network or a coalition - with a tailored capacity building package (combination of consultations, leadership building programs, mentoring, networking, grants, etc.). So far UNITER is involved in number of the sectors that are critical for civil society, but it plans to expand further the list. Those sectors are usually focused on a specific reform that civil society organizations strive to promote. In the future UNITER plans to assist this group with the Organizational Network Analysis (ONA) that will help the sectors to define the priorities in developing sectoral platforms.

Energy Efficiency

UNITER has developed the sectoral assessment the energy efficiency sector and identified the key priorities in the sector. According to its assessment it is crucial for civil society to promote the energy efficient culture, seek for transparency in the sector and at the same time to ensure participation in the policy making process through engaging with the decision-makers. So far UNITER has supported the project on Energy Efficiency Universities that was aimed at raising the importance of the energy efficiency in different spheres including education, business, governance, and community development. UNITER is facilitating now the discussion among different players to continue its intervention in the sector. Particularly, the important discussion on the transparency in the energy sector has taken place in Pact's office that was organized by Dixie group. Dixie Group is working with the World Bank on ensuring transparency of Ukraine's energy extraction sector since the country has joined the Extractive Industries Transparency Initiative. Dixie Group represents the expert community that is involved in the policy making process but at the same time it seeks for the opportunities to develop wider information campaign. The facilitation of the sectoral discussion and joint strategic planning within energy efficiency sector is going to be the task for UNITER for the next period.

During 2010-2011 UNITER has supported the Academy for Strategy Sciences that implemented GREENCUBATOR project on Energy Efficient Universities. The project aimed at developing the culture of energy efficiency in Ukrainian society through involvement of community and

business in developing sustainable energy, educating communities on efficient energy models and responsible energy consumption and involving universities in these processes.

In October the project has finished the series of EnergyCamps with event in Odesa which was devoted to Energy Efficient Cities. EnergyCamp is a platform that unites pioneers in energy efficiency from NGOs, businesses, government, universities, local communities, media and others to discuss latest trends, challenges and opportunities in this sector. Each EnergyCamp results in new partnerships, ideas and inspirations. The event itself is fully run on the renewable energy with the help of solar batteries and helio water heaters that are provided by Ukrainian producers of this system. Participants of the events pay a participation fee that is used to fund local energy efficient project that is selected through competition. The EnergyCamp in Odesa stimulated discussions in the area of the energy efficient infrastructure, modern technologies in the cities, how to stimulate city community development, the role of the condominium associations in joint actions, competitiveness and business environment in the cities. The event included presentations from Human Rights Defender Tetyana Montyan, manager of the Creative Cities Project Mariya Gonchar, leader of the Youth Center Shelter, representatives of businesses and local government.

Greencubator has also conducted two conferences in different universities that were focusing on particular aspects of energy efficiency in Ukraine. On December 23-24th they organized conference in Kyiv that was focused on energy efficiency in industrial and communal sectors. The conference included the presentation from the Kyiv City Administration on their vision on how to develop energy efficiency in Kyiv. The event was focused also on the issue how Ukrainian education in the area of sustainable energy corresponds to the demands of the industry and communal sectors. During this event participants defined the best practices in energy efficiency and how further cooperation can be improved between universities, industries and communal services managers.

The next conference was organized together with the National Academy of Public Administration and State Inspection of Energy Efficiency. It focused on the governance on the national level of the energy efficiency issues and analyzed the problem from the macro perspective. The event included participants from the state administration and local self-governance, representatives of the international funding organizations, foreign governments and financial institutions that are involved in funding of energy efficient projects. Participants discussed the ways on how the investment climate into the energy efficiency can be improved and what is needed for pursuing government agenda in the energy efficiency.

Greencubator also organized 2 training events in March. The first training was aimed to train local community of the Pereyaslav-Khmelnitsky on the Development of the Energy Efficient Communities. The speakers presented the model of cooperation between universities, business and local government and showed how it can develop the local community further. The second training was aimed at the business professionals and was organized together with Kyiv-Mohyla Business School. It presented the opportunities for businesses in green strategies of business development. Training included presentations from the successful business people who already implement green business strategy, representatives of investment companies and innovation projects.

Besides the events that were directly organized by Greencubator the project team actively participates in promotion of the green energy in different venues. The team members participate in round table discussions, public lectures, bar camps, TV and radio programs to ensure that their

message will be spread as wide as possible. Besides that they are constantly engaging in joint activities together with businesses and media. For example, they assist Delo newspaper in issuing regular issues on energy efficiency. They involve business partners in their event in order to present their innovations, participate in discussions and support some activities.

Cultural policy

UNITER continues its support to two national grantees in the cultural sector which includes Garage Gang and Institute for Socio-Cultural Management. At the same time UNITER is facilitating the sectoral discussions on what needs to be done within the sector. Pact has hosted the discussion that was led by the Garage Gang and included participants from the Institute of Socio-Cultural Management, British Council, Center for Contemporary Art, Center for Democracy through Culture, representatives from donor organizations like International Renaissance Foundation and Renat Akhmentov Foundation. The participants agreed that there is a need to conduct a research on the cultural policy that will be focused on few things:

- Analyzing the benefit of the culture to the community and Ukraine's economy
- Find the existing success stories in Ukraine and abroad
- Define priorities on what needs to be done in order to improve situation within the sector

The research will serve as an argument for advocating for the improvement of the cultural policy as well as provide some guidance on what needs to be changed. UNITER partners are further continuing the development of the concept of the future activities and discussion of it with other stakeholders. Below are the main achievements of the partners in this sector.

The Institute for Socio-Cultural Management (ISCM) continues to implement the project that is aimed at reforming of the Houses of Cultures into the centers of local community activity. The Houses of Culture is the infrastructure that is left as a legacy from the Soviet Union that consists of the state owned buildings in the villages. Previously it was used for a top-down cultural policy implementation that mostly consisted of propaganda. Right now most of these buildings are out of use and the goal of the ISCM project is to reform the institutions so that they would serve a need of the local communities. ISCM is working in the coalition of organizations from different regions and engaged in the working group with ministry of culture that is developing the new regulations for the houses. During reporting period, as part of the project ISM has organized the conference that united NGO representatives, local activists, experts, government representatives and interested donors in the discussion. Participants presented successful practices of using the existing infrastructure in local communities and discussed international legislation and practices. The conference allowed all stakeholders to discuss outstanding issues of the reform of the cultural institutions and new partners joined the initiative of the ISCM including the Oblast state administration of Donetsk and Dnipropetrovsk.

Project team also attracted significant amount of the cost share to the project from various sources. This included the in-kind donation from Microsoft of the software amounted to USD 6330. Additionally, ISCM received funding from the International Renaissance Foundation (IRF) for disseminating the positive experience of the UNITER-supported project to other communities in Ukraine. As part of IRF funding, ISCM will provide methodological support to other organizations in creation of community activity centers in different regions of Ukraine. IRF provides over UAH 980 000 (more than USD 120 000) for the support of further reform of the culture houses in Ukraine.

Garage Gang is implementing the Generation Celebration project which is aimed at inspiring renewed senses of self-empowerment and civic engagement among Ukrainian citizens. The

project is building nationwide network active individuals businesses and NGOs that will be a driving force for the socio-economic and cultural development of Ukraine. Garage Gang took a tour through Ukraine visiting different cities of Ukraine including Uzhgorod, Donetsk, Kherson, Simferopol and Vinnytsa. In each of the city they conducted a series of events related to the cultural development of the city which included press event, presentation of the poetry on the streets, public lectures and presentations, street performances etc. The project team developed a number of community engagement tools that included public space invasion with the street platforms and creation of the space for the street performances, participatory mapping of the communities interests and problems, creating platforms for presentation of the ideas and local fundraising through Sunday Borsch events.

Garage Gang has developed the social network platform www.bigggidea.com that is intended to motivate people to share their ideas on how to improve their life. The platform also allows fundraising from individual donations and businesses in order to support the bank of ideas. Each registered participants can vote for the idea he/ she liked and donate for the idea implementation. The best ideas will be funded in June on the Big Idea Festival that is going to be organized in Kyiv. Big Idea Festival is a series of events that is intended to stimulate public discussion and presentation of the ideas that are registered on the Big Idea web-site. Garage Gang held the first session out of series of events of the Big Idea Festival events in Kyiv on Andriyivskyi spusk. The first event included clean up of the Andriyivskiy uzviz, street poetry declamation, music band performances, public lectures, and other. As the next stage of the Big Idea Festival, Garage Gang plans the public presentation of the best ideas to the group of experts in May. Experts will select based on the popular vote on the web-site, the presentation of the idea and creativity of the idea presented. The winning ideas will be awarded a seed funding for starting up the implementation of the projects in their communities.

Transparency/accountability

Transparency is an important issue for Ukraine's development as the lack of it seriously hurts Ukraine's image in international arena and creates the unfavorable conditions for operation of business. As part of its sectoral work on this particular issue Pact supports few initiatives. Those include survey of the corruption perception, support of the public procurement initiative, and support the advocacy campaign for the access to public information. In addition to that Center for Corporate Social Responsibility (CSR Center) with Pact support is going to launch an additional sectoral analysis on how NGOs can promote transparency in Ukraine.

Pact sees legislation on access to public information as an issue that is directly related to the accountability and transparency. With the help of Center UA and New Citizen platform the implementation of this legislation will become a first step towards greater transparency of Ukrainian government. It is planned that with the help of this legislation journalists and civic activists will receive a powerful tool to fight corruption. New Citizen Partners and other NGOs plan to apply this legislation for the greater transparency in the sphere of city planning and development, land distribution, ecology, communal service provision, energy efficiency and many others.

Anti-corruption survey that is conducted by European Research Association (ERA) in partnership with Kyiv International Institute of Sociology (KIIS) is going to provide reliable information for further advocacy in the area of transparency. The survey will analyze attitudes of the adult population towards corruption, citizens' experiences with corruption, citizens' assessments of the effectiveness of anti-corruption measures and overall corruption perception and experience by oblast. During reporting period ERA and KIIS already conducted the field

work for the survey and now are working on the analysis of the 11 000 questionnaires received from all over Ukraine. The scope of research allows the comparative analysis of the different oblast of Ukraine, as well as comparison with the data from 2007 and 2009. Pact plans to ensure the wide coverage of the data at the different venues. Besides the planned presentations in the regions and at the press conference, Pact will ensure Ukrainian civil society will use the data in their activities.

As a part of its commitment to promotion of transparency and accountability of the government, UNITER closely works with “Creative Union TORO”, the contact group of “Transparency International” in Ukraine. In February 2011, active NGOs, media and businesses launched a Partnership “For the integrity in public procurement in Ukraine.” The aim of the Alliance is to increase transparency and integrity of public procurement in Ukraine through constant monitoring and advocacy efforts. The Alliance developed the [Memorandum](#), which was signed by all the members at the launch and is still open for new organizations and individuals, and [Principles and Priorities of the Alliance](#). On 22nd of February, the Alliance made their first public statement and presented [an open petition appealing not to allow the approval of the draft law № 7532 «On changes to some legislative acts of Ukraine on public procurement»](#). The petition addressed all the amendments that were not in accordance with EU and WB original suggestions. Over fifty copies of the petition were mailed out to all senior Ukrainian government officials, including the President as well as to the international community, the EU and WB institutions in particular. 81 NGOs and media outlets from different regions of Ukraine have signed the petition.

To date, the Alliance was able to start and facilitate the Policy dialogue of civil society and media experts to ensure the transparency of the procurement legislation and conduct close public monitoring over tender procedure on both national and local levels. They were also a driving force to initiate a policy dialogue with key international institutions; namely the World Bank and European Union to crystallize and harmonize common policy position to be communicated vis-à-vis the Government of Ukraine. Currently, the Alliance biggest challenge is the fight against № 7532 legislation act. It was sent to the Verkhovna Rada Committee review and majority of Alliance’ amendments were supposedly incorporated in to the law, but the final text of the draft is still not public, so the Alliance has no official prove.

The Alliance now considers numerous ways of approaching the future fate of the legislation including advocating for presidential veto of the law or advocating for the changes to the accepted law. Their future steps heavily depend on the parliamentary voting on the Law that will take place soon.

Enabling policy environment for NGOs

Through work with partner organization, UCIPR and resource partner ICNL, Pact’s efforts toward legislative improvements continues to focus on legislation that directly affect civil society organizations and their ability to advocate freely. (See objective 2 activities for more details on enabling legal environment.)

Small and Medium Enterprises (SME) Associations

UNITER was addressed by group of organizations that claimed that they wanted to work together on advocacy efforts. UNITER has facilitated the first two discussions of the group and provided consultations on how they can continue their collaboration and develop a platform that will be able to advocate for the rights of SMEs. Unfortunately, the group so far has failed to come to the joint plan of action and it seems that they are not ready to work together. UNITER

understands the importance of the SMEs for economic development of Ukraine, and sees that potentially it can be a powerful movement in civil society, given the scale of the protests that were organized against the tax code. But Pact will only consider its' assistance to the group if it comes to the agreement and develops priorities that will represent interest of their constituency. So far the group seems to be driven mostly by donors' opportunities rather than constituency needs.

Activity 1d: Provide Technical Assistance to Enhance the Advocacy Skills of Grantees.

1. Building the core competency of UNITER grantees (communication, facilitation, public policy advocacy)

UNITER continues to conduct three core competency programs on facilitation, communication and advocacy started during the second year of the project implementation. Additionally a new program on mediation was launched in October 2010. All workshops are aimed at bringing a wider range of tools to LAGP and national grantees so that their advocacy campaigns become better managed and more strategic.

Communication program

Pact identified strategic communication as the skill that is missing from Ukrainian civil society. The program that is implemented by KIY is designed to improve communication in key areas such as public speech and presentation, negotiation skills, effective communication with media, and other. Those skills are essential for success in advocating for the constituency interests. During the reported period KIY conducted introductory meetings with the second round of the LAGP grantees, 4 basic trainings on communication with teambuilding events and coach sessions for 206 participants from 96 organizations.

Trainers identified that the main problems in communication for participants of the trainings are influencing the opposing side, argumentative skills and usage of supportive data, regulation of negative emotions of communication partner, conflict resolution and emotional intelligence, self presentation and public speaking skills. As for the coach sessions participants were asked to select the issue that they want to solve with the help of coach. The main issues that participants were trying to solve include the issue of time management, communication with local authorities, fundraising, moderation of the public events and negotiations, strategic management and human resource management.

Facilitation program

European Dialogue is the main implementer of the program on facilitation for UNITER grantees. The program has started with the presentation to UNITER grantees where European Dialogue had an opportunity to provide overview of the program to all grantees. As was found in the first round of the program many UNITER grantees did not understand the purpose of the program and therefore the motivation to participate in the program was low. As a result of the separate presentation of the program, European Dialogue received almost 50 application and had a chance to select the most motivated participants. The training program of this year was able to accommodate 40 participants from 31 organizations. The first training of the program was held on November 29-December 3rd, 2010, where participants analyzed the types of the facilitation that they used in their work, including internal decision-making facilitation, facilitation with stakeholders, and community facilitation.

They also learned about different tools of facilitation that they can use in their work. Participants also planned the home task which is going to consist of the facilitation sessions organized with the help of European dialogue trainers. European Dialogue is also hosting an internship in organization for the alumna of the first round of the facilitation program. Iryna Kats from the Foundation for the Community Development of Kremenchuk is now involved in organizing and conducting the second year of the program.

Mediation program

Pact has launched the program on Conflict Resolution and Mediation skills that is administered by Ukrainian Center for Common Ground (UCCG). According to Pact assessment Ukrainian civil society does not know how to resolve conflict with win-win strategies, and therefore often takes fully opposing position in advocacy. But in order to succeed in advocacy it is important to develop the skills of problem solving through mediation, learn new strategies of mediation and practice them in everyday activities. UCCG has selected 41 participants of the program out of the 75 applications received. The program has started with the four day training on Basic Conflict Resolution and Mediation Skills which took place on December in Kamyanets-Podilskiy.

Participants of the training learned about the mediation process and techniques and assessed their mediator skills for future development. Most of participants defined that they need to develop skills on dealing with emotions of conflicting parties and practice special techniques more. After the training UCCG conducted personal coaching sessions on the individual assignments of the training participants. Program participants also created a joint google group that supports the learning process and allows exchange of experience and sharing of new techniques and approaches.



Advocacy clubs

During the reported period UNITER continued to work on creation of Advocacy Community of practice based on Advocacy clubs for UNITER grantees and other interested NGOs. The goal of the Advocacy Community of Practice is to bring a wider range of tools to advocacy organizations in Ukraine so that their campaigns become better managed and more strategic. The format of the Advocacy club allows practitioners to get together and exchange their unique tools and expertise in specific area of advocacy work.

In November Advocacy club took place in Kherson and invited NGOs from Kherson, Mykolaiv, Odesa, Kirovohrad, Evpatoria. Participants of the event shared their experience in using new media in advocacy campaigns and discussed how effectively advocate on national and local level in current political environment. Famous Ukrainian journalist Vakhtang Kipiani, presented Vladometr project that was developed by Center UA and Oxana Oleksina presented New Citizen campaign and discussed the regional component of the platform. Maxim Latsyba from UCIPR presented the existing mechanisms for civil society participation such as public councils and public expertise. The video from the event is [available here](#).

Pact has decided to hand over the administration of the Advocacy Club to Ukrainian organization that has a good regional network and is able to organize the events in all oblast of Ukraine. Starting from April 2011 Democratic Alliance in cooperation with UNITER will conduct around

50 Advocacy Clubs in all regions of Ukraine. Topics of each club are selected by the participants according to their needs. In particular, within the Advocacy Club, the participants can discuss selected topics on advocacy, present their own advocacy campaigns, and receive useful advices and support, interact with famous experts in the field of advocacy and communications. The participants of the advocacy clubs represent UNITER local and national grantees, other interested NGOs, local/national authorities, and other advocacy experts.

Activity 1e: Additional Activities of UNITER Civil Society Strengthening Program in Crimea

1. Local Grants Program

On February 17, 2011 Pact has announced the third round of the Crimea Local Grants Program with the main goal to support Crimean Civic initiatives in better providing social services to citizens. It aimed at supporting initiatives that foreseen provision of social services directly to various social groups in Crimea; improve quality of social and administrative services provided by executive government and local self-governance; encourage public participation in decision making process to improve social and administrative services to Crimean citizens.

Pact has received 35 grant applications out of which expert board has recommended four projects for funding with a list of recommendations to each project. Pact has started the negotiation on the budget and suggested some adjustments to the projects that were recommended by experts. It is expected that projects agreements will be signed in May. The selected grants will focus on improvement of the quality of services provided by the local government in rural areas. Organizations will focus on the services such as administrative and social services, infrastructure maintenance and quality of water supply. The selected projects will work in the areas of Nizhnegorsk, Sovetkiy, Kirovskiy, Krasnogvardeiskiy and Dzhankoykiy rayons.

At the same time, Pact continues to administer the grantees from the previous rounds of Crimea Local Grants Program. Below is the summary of some of the projects administered by Pact:

Aybolit NGO is implementing the project that is aimed at developing positive changes in the individual psychological condition of the imprisoned people and persons on parole and demonstrates alternative way for the prisoners' personal development. Aybolit project staff is engaging their beneficiaries in dance therapy as part of the complex psychosocial assistance and rehabilitation. The grantee conducted dancing classes for imprisoned and people on parole in Simferopol. Two times a week the participants engaged in so called dance therapy and could share their emotions and feelings with a philologist who worked with the groups one time a week. As a part of the rehabilitation and adaptation process the dancers had group discussions describing their emotional state. The grand performance is planned for May and Aybolit is planning to invite some Ukrainian celebrities to participate in the show.

NGO Young Leaders Club in partnership with Circle of Friends Simferopol Heidelberg Center is working on the issue of promoting volunteerism. Around twenty young people from rural areas were selected to participate in the program of Young Leaders Club. The participants will develop their knowledge and skills that are essential for volunteers. The training program includes such topics as teambuilding, fundraising, how to organize logistics, liaising with local authorities, developing creativity of teams, groups and individuals. After the training provided by grantee, the group of volunteers organized a Christmas fair on Simferopol main square that was aimed to promote volunteerism. The event was held with support of the Ministry of Culture of Crimea and the funds collected at the fair volunteers passed over to a foster house. Program participants are going to work as volunteers in four Crimea villages. They will implement their

mini projects on mobilizing community around environmental problems; promotion of tolerance and volunteerism in rural areas. Volunteers will mobilize community and create initiative groups in those villages in order to solve local community problems.

Young Disabled Persons' NGO "Rehabilitation center" is working to improve the quality of social services provided by social service agencies and NGOs to children with disabilities and their parents in Crimea using the innovative methods of social work with this target group. The grantee conducted three focus groups to assess quality of social services provided to families with children with disabilities. The focus groups showed that the main opportunity to improve the services is by using innovative technologies and alternative social services. In addition to the focus groups the grantee conducts public surveys to make a deeper assessment of the sector. Thanks to the grantee's efforts the results of the survey and focus groups will be included in Crimean program for social adaptation and rehabilitation for people with disabilities. The project creates the partnerships between local government and NGOs that provide services for families with disabilities.

2. *Research Grants Program*

With the goal to increase policy interactions on social, political and economic aspects of Crimea Pact supports three think tanks. The partners conduct researches in social-economic sphere, effectiveness of local self-government bodies, and education. The research conducted by the partners will provide recommendations to the Crimea government and will help to develop regional operations plans based on the Crimea Development Strategy.

The Razumkov Center public policy research gauges the Crimean social-economic conditions in light of the Crimea Development Strategy 2011-2020. The Strategy was adopted by the Supreme Council of Crimea on December 22, 2011 and in particular, focuses on [better quality of life of the Crimean population](#). The ultimate goal of Razumkov Center's project is to develop recommendations and amendments to the Strategy and – following the European Union's regional development standards – its so-called Regional Operational Plans.

To amplify the policy input and impact of the independent think tanks' on the Crimean executive branch, shortly after the project launch, Pact initiated meetings with key policy-makers in Crimea, including the Vice Prime Minister, the Minister of Economy and the Crimean Agency for Regional Development, which serves as the main interlocutor and coordinator of the multitude of development stakeholders. As a result of these talks, on 6th of April, Razumkov Center held a policy briefing releasing its preliminary research findings and intensifying policy dialogue between independent Ukrainian policy institutes with prominent Kyiv-based and Crimean policy-makers. (For a full update and deeper insight into the research findings, please refer to Annex 2 and 3.)

The Ukrainian Center for Independent Political Research (UCIPR) is planning to identify key challenges of the educational sector in rural areas of Crimea. To complete this research the grantee conducted 6 focus groups with the project target audience to determine the current state of education system in rural Crimea: teachers, parents, students in Saki and Bahchisaray rayons. It helped to see the current state of the education sphere in rural areas, major issues with multi-language education in rural areas and its promotion of multi-cultural dialogue in education. The grantee conducted nation-wide sociological research to assess cross-ethnic tolerance among Crimean students and their parents.

Results of the research will be included in the final reports and presented together with policy recommendations in June 2011. To establish dialogue with the Crimean government, Ministry of education, youth, and culture in particular, the grantee conducted two working meeting with the authorities. In addition, UCIPR representative and its Crimean counterpart participated in the meeting with Agency for regional development organized by Pact.

The Crimean Engineer Pedagogical University (CEPU) is preparing to launch a research on the civil society participation in local governance. The research will include two surveys with over 1200 respondents in Crimea and over 300 civil society activists, and 12 in-depth interviews with local authorities. Based on these researches the expert group will develop recommendations and a policy document for local authorities to introduce models of public participation in three key stages (planning/discussion, implementation, monitoring). This project is expected to help to increase Crimean expert potential, to launch integration processes of European standards of public participation in local self-government system in Crimea, and to make available study results to Ukrainian state, regional, and local authorities, analytical centers, and CSOs. So far organization conducted preparation phase of for the survey and is planning to start the field work soon.

3. Community Enhancement Centers

Pact has identified five organizations that have a potential to become a Community Enhancement Centers and support and develop local civic activism in five regions of Crimea. The selected NGOs include Ukrainian House from Bakhchisaray, Civic Council of Children and Youth Organizations from Dzhankoy, Saki Rayon Association for Regional Initiatives Development from Saki, Volunteer from Sevastopol and Entrepreneurs Association Perspective from Sovetski rayon. It is expected that after extensive capacity building intervention from Pact those organizations will be able to serve as bank of resources providing local community with alternative platform for stakeholder communication. The centers will intensively work with local initiatives, communities offering tangible services, identifying community needs and alternative ways to address them.

To identify the specific capacity building needs of the selected organizations Pact has invited facilitators to conduct Organizational Capacity Assessment (OCA) with all five organizations. OCA is a Pact's tool for assessing organizational capacity that has been tested in many countries around the world and is based on the participatory self-assessment of organizations capacities. The first meeting of OCA was held on February 28-March 2, 2011 where participating organizations had a chance to define together the joint criteria for their assessment. OCA methodology allows each organization or group of organizations to define their own criteria for assessment. The second stage of OCA that was held during period of March 18-April 11 included facilitation of the assessment in each organization on the defined criteria. It is planned that the OCA process will be finished in May and will result in the common planning of the CECs activities in order to address the defined priorities for development.

On February 6-13 the future community enhancement centers visited Polish organization called Foundation of Education for Democracy. The study tour was aimed at learning the best practices of resource centers operation, understanding what kind of skills are needed for centers operation and what kind of impact those centers have in Central and Eastern Europe. The study tour included sessions with community and resource centers, meetings with consumers of their services and local authorities, and two day training on how to create and successfully run sustainable resource center based on Polish experience.

In May representatives of five selected organizations will visit Slovakia and Hungary to learn more about community mobilization approaches, community facilitation techniques, and specific tools on participatory action research such as Citizen's Jury. In partnership with Internews Network, Pact plans to organize training for CECs representatives on the community media development. NGOs, initiative groups, active citizens and local institutions of the 5 rayons where CECs are operating will learn on how to develop a local media that can serve as a powerful tool for community mobilization. Pact plans that as a result of the intensive year of technical assistance to five selected NGOs they will be able to start their activities in the region in the fall.

4. Civic Innovation Fellowship

As a result of the 2010 fellowship program, nine fellows submitted their projects proposals and received financial support from Pact. Pact continues to administer those projects and assist its fellows in implementation of the projects. The fellows from the first round are actively engaged in supporting the created network. They participated in introductory meeting of the second round of fellowship and shared with the new participants their successes and memories after the fellowship.

In 2011 Pact rebranded the fellowship in order to distinct it from numerous leadership programs conducted in Crimea. The new name of the program Civic Innovation Fellowship fully reflects one of its major goals – to equip the young generation of civic society activists with innovative tools for their work. As a result of the active promotion of the fellowship, for 2011 intake Pact has received seventy six applications from young leaders of Crimea. The selection committee selected fifteen brightest young civil society activists from Simferopol, Armyansk, Kerch, Yalta, Feodosia and Krasnogvardeysky rayon.

Civic Synergies for Global Harmony

"I'm sharing a tale of changes that came into my life with the Fellowship. Indeed, it was quite a determining experience for me." acknowledges Yelena Kruglova speaking of the UNITER Civic Innovation Fellowship.

Six years ago Yelena joined the Club of Young Leaders, a youth movement in Simferopol. She talks about her group with excitement. They promote human values, trust and tolerance among people in Crimea. And when started, Yelena was thrilled with all community projects the Club was engaged in, but she later realized that a one-time activity brings only one-time results. It was time for a big change, Yelena thought to herself.

The opportunity soon emerged when in 2010 Pact's Civic Innovation Fellowship entered in Crimea. "If as the result of my efforts," Yelena continues, at least one person will stop judging someone on the color of their skin, it will be my victory" she stated in her interview for the program. Yelena became part of this unique program designed to enrich young Crimea civil society activists with "out-of-the-box" thinking and practical skills to reach beyond the habitual.

Yelena keeps smiling as she talks about her professional goals in civil society and the life changing decisions that she made after graduation from the Fellowship. It taught her to create synergies with others and her new project on Multinational Movement of Crimea is just that.

Yelena brings together young Crimeans of different ethnicities and encourages them to share personal stories and individual experiences that help to promote tolerance and overcome societal bitterness. Yelena recruited a very stable source of supporters. She is managing twelve volunteers ignited by the same confidence and belief; that is, that good deeds can make the world a better place. She motivates these people with ideas, trains and equips them with necessary leadership skills to understand the needs of the community and manage available resources. She teaches them to set good example for others, bringing on board more followers.

Yelena's eyes sparkle when mentions the volunteers she mentors, "These guys are from the street. They never heard of NGOs before and now they ask me to help plan a project to mobilize people for renovation of monuments in their villages." She feels honored to share her knowledge and so she does with unwavering hope that she will make a difference. "A piece of my heart is always with them," Yelena says like a guru.

Yelena has accomplished a lot already, though she acknowledges that her quest for global harmony has just begun. Meanwhile, it is much easier to explore the unknown when you eye the desired destination, equipped with tools, have followers and strong faith in yourself. Fortunately, this young "guru" has it all and Pact is proud to be at the origin of her current and future successes.

The introductory meeting for the second round of fellowship took place on December 9 through 12 in Alushta where participants get acquainted with each other and together identified the group development priorities. Based on that assessment Pact has developed the curricula for the whole program. The following sessions took place according to the plan developed at introductory meeting:

- From 28th to 30th of January, the session took place in Lviv and was devoted to Effective Communication and Work with Media. Participants learned about verbal and non verbal communication, keys to great power point presentation, new media tools and why is it crucial to use them along with business correspondence etiquette and the importance for good branding for NGOs.
- On February 26 through 28 fellows attended the session in Kharkiv that was focused on community mobilization. They learned about the tools of community mobilization and visited local organizations.
- From 25th to 27th of March, the meeting took place in Donetsk where participants learned about fundraising. Fellows were introduced to the main fundraising tools and best practices of the local NGOs. One of the highlights of this session was the visit to the "Dobrota" foundation where young leaders got acquainted with its head Yakiv Rogalin, where they had a chance to learn from the first hand on how to fundraise for the charity organizations.
- On April 28th through 30th fellows met in Kherson to learn more about Advocacy. They were provided with the overview of the advocacy theories as well as with the vivid local and national examples of advocacy campaigns.
- Two more meetings are planned for this group. One is going to be organized in Kyiv in May and will be devoted to Project Design. The last meeting will be held in Crimea and will be focused on evaluation of the whole program and presentation of the projects developed by participants.

Advanced educational program, combine active learning, exchange of opinions, professional network development opportunities, cross-regional experience exchange, and informal communication with UNITER national and local partners. In case of successful completion of the program fellows have an opportunity to receive financial support from Pact to implement project they developed during the course of the first six months.

Activity 1g: Additional Activities of UNITER to support cross-border initiatives linking Ukrainian civil society activists with counterparts in the region

Under this component, Pact supported cross-border initiatives linking Ukrainian civil society activists with counterparts from Moldova to help increase regional cooperation, share experience and develop joint initiatives to advance reforms common to both countries. Specifically, the objectives of this component are to enhance Ukraine's position as a regional democratic leader and to support policy-oriented cross-border initiatives moving the region towards "Europeanization." For the implementation of the initiatives, in spring 2010 Pact engaged with three key Ukrainian policy-oriented think tanks. These are International Centre for Policy Studies (ICPS), the Pylyp Orlyk Institute for Democracy (POID) and the Institute for Euro-Atlantic Cooperation (IEAC). Pact initiated creation [Ukraine Moldova Civil Society Task Force](#) to tackle issues of bilateral cooperation and collective steps towards Europeanization. All three institutions agreed to join the Task Force.

The Ukraine-Moldova Civil Society Task Force is a policy platform aimed to facilitate expertise of Ukraine civil society in cooperation with Moldovan NGOs in the current transition processes of both states towards European integration. The Task Force prerogatives lay in economic transition, nation building, reforms and democratic governance sectors. Starting from March 2010, the Task Force experts visited Moldova and conducted a series of in-depth interviews with staff of current and past administrations, and policy experts in charge of or directly involved in Moldova's European aspirations. The results of the visit are three policy reports and sets of recommendations to the governments of Moldova, Ukraine and international society.

On 15th of September 2010 the launch of the Task Force was marked by the release of the first report by the International Center for Policy Studies ["Economic Reforms in Moldova: Avoiding Ukrainian Trap"](#). First report concentrates on how Ukraine's experience could prevent Moldova from falling into the same traps while revealing the obstacles to democratic transformations in the country. The report pointed out that both countries are losing momentum to undertake substantial reforms due to political infighting, the primacy of vested interests of rent-seekers, and a lack of public institutional capacity.

On 18th of November, the second report in the framework of the UNITER supported Ukraine-Moldova Civil Society Task Force ["The Price of Polarisation: Nation Building and Eurointegration in Moldova and its impact on Ukrainian-Moldovan Relations"](#) was released. The report was prepared by a team facilitated by the Pylyp Orlyk Institute for Democracy and focuses on the state of Moldovan civil society, particularly its ethnic dimension, and its potential as an instrument in improving bilateral relations between Moldova and Ukraine within the context of both countries' aspirations for EU integration.

On 23rd of November, the Ukraine-Moldova Civil Society Task Force held a policy briefing "Kyiv and Chisinau: Common Steps or Steps in Common". The briefing addressed issues strongly interconnected in Moldova and Ukraine such as economic reforms, nation building, good governance and democracy. Moldova Ambassador to Ukraine H.E. Ion Stavila welcomed participants of the event. Three Ukrainian Prominent think tanks International Center for Policy Studies, Pylyp Orlyk Institute for Democracy and Institute for Euro Atlantic Cooperation presented the findings and recommendations of the Task Force based on study visits to Chisinau conducted in June 2010 involving consultations with politicians, government officials, foreign diplomats and civil society representatives of Moldova. The event was attended by the representatives of Ukraine Ministry of Foreign Affairs, Verkhovna Rada, National Security and Defense Council, foreign embassies representatives, Ukrainian experts and media.

On 21st of December, the Ukraine Moldova Task Force released its third report prepared by the Institute for Euro Atlantic Cooperation ["Shifting the Focus: Can reform in democratic governance drive Moldova closer to the EU?"](#). Moldova has the momentum, made some progress and held another successful election says Ukrainian experts advising how to focus on further adaptation of European norms and values by Ukrainian and Moldova societies in a freshly published policy paper.

Pact supplements the policy briefing in Kyiv with the regional conference on Europeanization of Ukraine and Moldova that is preliminary scheduled to take place in June 2011 in Chisinau, after Moldova Local government elections on June 5th. Pact will bring four Ukrainian think tank representatives, experts on Moldova, including two think tank representatives who were participating in the original study tours. Experts, along with Pact team will participate at the conference as well as conduct tet-a-tet meetings with Moldova governmental officials.

Pact will work with the counterparts in Moldova, AED (Moldova Civil Society Strengthening Program) in particular, to allocate appropriate resources and ensure stronger representation in Chisinau. The event will focus on presenting and discussing recommendations earlier prepared by the Task Force, but adjusted to the new political environment formed after the Moldova local government elections. It is also planned that the Conference will connect the stakeholders and decision makers as well as redefine and strengthen areas where both states can jointly advance. Due to the unexpected political turmoil in Moldova over the fall, the overall project was a bit stretched in time, and the second conference originally planned at the end of 2011 now scheduled for June 2011.

Objective 2: The relevant legislative framework for civil society approaches European standards. (5%)

Activity 2a: Support NGO efforts to propose legislative initiatives and build consensus for changes.

1. Cooperation with key partners for legislative reform related to NGOs

Through work with partner organization UCIPR and resource partner ICNL, Pact's efforts toward legislative improvements continues to focus on legislation that directly affect civil society organizations and their ability to advocate freely. Despite the success of the partners in the changes to the Tax code related to charity issues and a new decree on public councils, there were no overarching changes in the current legislation for NGOs. Pact encourage NGOs working on improvement of legislation to continue advocacy campaigns using PR and media to generate additional pressure from a larger constituency and develop strategies and tactics on questions critical to the perseverance of open society.

During reporting period ICNL had contributed to building capacity of Ukrainian NGOs through its technical assistance with several legislative initiatives conducted by UCIPR and its partners. ICNL provided consultations, delivered presentations at numerous events, and shared comparative law materials and comments to legislation. The comparative law materials and consultations helped Ukrainian NGOs to further increase their knowledge about best international practices, especially European models, regulating NGOs. In particular, ICNL was involved in advocacy efforts of the draft law "On Public Associations" by providing examples of international legislation and European standards of the NGO legislation. ICNL has also participated in drafting of the law on Charities and amendments to the new Tax Code of Ukraine.

2. *Build a Campaign for the Law on Public Associations*

In October 2010 the new draft Law "On Public Associations" #7262 was registered in VR, by Moysyk - MP from Nasha Ukraina. This draft law received negative conclusion from public experts as the one that do not provide any improvement in legal environment for NGOs. According to the Rules of Procedure of the Parliament alternative draft laws are only accepted within the first fourteen days after registration of the draft law; afterwards no draft laws on the same subject may be registered in the Parliament until the first draft law is either adopted or withdrawn.

During this period, UCIPR and the team of experts were working with the Ministry of Justice on developing a new draft law and submit it from the cabinet of ministers. But with the registration of the new law in Verkhovna Rada and the limited time provided by the procedures of the Parliament, UCIPR working group was urged to submit the alternative law "On Public Association" #7262-1 through MPs.

UCIPR cooperated with six MPs, namely Yuriy Miroshnichenko, Party of Regions (PoR); Sergiy Podgorny, Block of Yulia Tymoshenko (BYuT); Andriy Shevchenko, BYuT; Yuriy Lytvyn, Lytvyn's Block; Lesya Orobets, NUNS; Andriy Pincky, PoR signed under the submission of the alternative draft law "On Public Associations" (№ 7262-1) on November 1, 2010. Unlike the draft #7261 submitted by Moysyk, this draft was approved on the Verkhovna Rada Committee on State-Building and Local Self-Government and was submitted to the Parliament for the first reading. UCIPR is involving the New Citizen platform to intensify its advocacy efforts and ensure the law will pass the first reading in May 2011. (More detailed analysis of the bill is in Annex 4. NB: The update in the annex refers to the bill as "Law on Public Organizations" – the difference in title is due to the brand new draft, which superseded the previous draft entitled "Law on Public Associations.")

If approved, the new legislation will improve legislative environment for NGOs by cancelling the territorial status of public association, allow organizations to defend rights of non-members of organizations, improves the situation with NGO registration, and allow organizations to earn money in form of social entrepreneurship, etc. The text of the draft law was developed by civil society experts and incorporated recommendations developed as a result of multiple public and discussions and surveys among NGOs hold by the UCIPR within last two years. Draft law developed by project experts solves all major problems of effective law "On Associations of Citizens".

3. *Advocate for the Law "On Charity and Charitable Organizations" and amendments to the taxation law*

The draft Law "On Charity and Charitable Organizations" # 6343 that was developed by a group of civil society experts registered in the parliament on April 26th, 2010. MPs Yulia Lyovochkina (PoR), Olesya Orobets (NUNS), Oleksandr Feldman (PoR), and Oleg Zarubinskiy (Block Lytvyna) signed under submission of this draft in the Parliament. On February 17, 2011 the Verkhovna Rada Committee on Culture and Spirituality recommended the draft law "On Charity and Charitable organizations" for the first reading in the Parliament. The legislation was planned in the Parliament agenda on April 19-22 but was postponed to later due to the busy schedule of the Parliament. It is expected that the law will be reviewed in the first reading in the second half of May. UCIPR is actively involved in negotiations with the fractions in order to ensure the draft bill will pass the first reading.

If approved the legislation will ensure simplified procedures for registration of charitable organizations and abolish territorial statuses for charitable organizations, thus allow easier operations of charitable organizations within Ukraine. The legislation also provides better mechanisms for control over charitable funding and allows new tools for charitable activities.

UCIPR together with its partners successfully advocated for the provisions to the Tax Code of Ukraine on taxation of charity and of recipients of charitable aid. The set of provisions were developed by UCIPR experts, and negotiated with the Ministry of Finance of Ukraine. On November 2nd, 2010 the Verkhovna Rada adopted the final text of the Tax Code that included provisions developed by UCIPR. Approved provisions of the Tax Code decrease tax burden on charities and recipients of charitable aid, living out additional funds for charities to devote to charitable activities; provide business with better opportunities to support NGOs in general and endowments in particular; allow NGOs provide social services and carry out activities related to ecology and right protection without losing non-profit status.

4. Promotion of fair and transparent elections to public councils

On November 3rd, 2010 Cabinet of Ministers of Ukraine issued a decree #996 “On ensuring participation of citizens in development and fulfillment of state policies”. UCIPR participated in development of the draft of the decree and ensured the equal opportunities for NGOs in participation on the state policies. More specifically this decree regulates the work of the public councils under all level of state authorities and establishes fair NGOs participation in them. The regulation also ensures more transparent operations of the public councils as they are obliged to publish information on its activities and decisions on the web-sites.

To ensure the smooth implementation of the decree UCIPR has conducted a wide information and mobilization campaign for CSOs. The campaign focused on mobilization of different CSOs to participate in the process of establishing the public councils under each executive body. Project team has created an information bulletin for NGOs and developed the web site www.gromady.org.ua. Besides that UCIPR used an existing platforms and mailing lists to spread the information about the possibilities that public councils provide to NGOs. By now 32 public councils were formed under executive bodies and the number of the members in the public council ranging from 45 to 217 with average of 120 NGOs per council. To compare under previous conditions that greatly restricted NGOs participation the average number of applicants to public councils was 20 NGOs. Thus the new regulation allowed greater access to the participation in decision making for NGOs, charitable funds, trade unions, non-governmental media, and non-governmental pension funds.

In many cases public councils has created a platform for communication and coordination of activities of different non-governmental actors. UCIPR and the network of experts that it has created continue to monitor the implementation and consult the public councils on the development. Surprisingly, the main opponents of this decree are some NGOs who consider themselves experts and therefore more privileged in public policy participation. They advocate for a qualification criteria to be established to enter the public council, thus preventing access of other NGOs and allowing the space for violation on the procedures of fair election of council members. Despite this criticism as mentioned above newly created public councils mostly has positive effect on allowing wider access to many other NGOs in decision making and creating the platform for cooperation.

Activity 2b: Support to key organizations that help NGOs overcome regulatory hurdles and/or provide legal advice on civil society legislation

1. Support to NGOs through on-line Marketplace and UNITER voucher system

UNITER continue to provide support to NGOs through issuing capacity building vouchers and on-line Marketplace where all interested NGOs are able to find relevant consultations, trainings, coaching, expertise on different legal issues. Organizations already have applied for vouchers and used services for the following legal advices:

- Legal consultations provided by Alexander Vinnikov on the issues of ...
- Training from Compass to Democratic Alliance branches on the peculiarities of the New Tax code for NGOs.

The marketplace and flexible voucher mechanism allows NGOs and groups of NGOs to receive the most relevant services for their organizations. It will ensure that supply and funds spend by Pact are adequate to the demand of the NGOs of this type of services.

2. The annual NGO Sustainability Index Report

In October Counterpart Creative Center organized experts discussion on NGO Sustainability Index for FY 2010. The analysis was done according to USAID standard tool that consists of seven dimensions: legal environment, organizational capacity, financial viability, advocacy, service provision, sectoral infrastructure and public image. With assistance from Pact CCC has produced the draft for the annual USAID NGO Sustainability Index and submitted it to USAID. In the future USAID plans directly to contract local implementers for drafting NGO Sustainability Index reports, therefore the next report was not included in CCC contract agreement.

Objective 3: NGOs are transparently governed and capably managed. (20%)

Activity 3a: Support organizations receiving grants for local advocacy to meet their basic organizational capacity strengthening needs.

1. Pact implements rapid organizational capacity assessments of local grantees

Pact team in close cooperation with its partner organization Creative Centre Counterpart (CCC) continues to conduct a rapid capacity assessment for all LAGP grantees. Pact shares individual reports with each grantee and encourage them to discuss it within organization. This assessment is a good basis for NGOs to plan their organizational development plans and apply for capacity building vouchers.

2. Organizational Capacity Assessment implementation

Organizational Capacity Assessment (OCA) is Pact's highly participatory tool that involves all members of organization in assessing its performance based on self-defined criteria. Unlike CCC assessment it is not providing snapshot picture of organizational development but rather is a capacity building tool in itself as it gathers organizational representatives to assess its performance. Ukrainian facilitators who were trained on using the Pact tool adapted and piloted the tool during FY 10 on organization like Democratic Alliance and Ukrainian Center for Common Ground. In FY 11 Pact is offering this tool to key partners and other NGOs through marketplace. Since OCA is highly participatory and requires great involvement of all organization members Pact is offering this tool only to organizations that are committed to the process. Among UNITER partners, Democratic Initiatives Foundation had gone through OCA during reporting period. Other partners are still planning to use this tool.

Cohort OCA is a special process where similar organizations are working together on developing a general framework of organizational assessment of this specific cohort. This method allows organizations to benchmark themselves in cohort as well as learn from each other through exchanging the experience of going through OCA process. Pact started applying cohort OCA for two groups of organizations:

- 1) Group of organizations that are participants of the Ukrainian Catholic University NGO Management School. The group consists of three organizations Ukrainian Catholic University, AIESEC Lvov and Iskra Lyubovi from Ternopil. The group is to finalize the OCA results and finish its future plans at the end of May.
- 2) Group of five organizations that are part of the Crimea Community Enhancement Program. This group consists of Crimea-based organizations and includes Ukrainian House from Bakhchisaray, Civic Council of Children and Youth Organizations from Dzhankoy, Saki Rayon Association for Regional Initiatives Development from Saki, Volunteer from Sevastopol and Entrepreneurs Association Perspective from Sovetski rayon. As envisioned, all of these organizations will become Community Enhancement Centers and therefore share similar framework for development.

OCA is a tool in demand for those organizations that want to define the priorities for organizational development in participatory manner. Pact is offering OCA as Pact's tool at the marketplace for all interested NGOs through vouchers. After OCA when the NGO has identified its specific needs, Pact issues the Capacity Building voucher that allows NGO to respond to a specific technical assistance or training needs that are identified (please see Activity 3b below.)

OCA will be suggested as Pact's tool at on-line Capacity Building Marketplace for all interested NGOs. Based on the several OCA results, OCA facilitators will continue working on the improvement of Ukrainian version of Pact's Organizational Capacity Assessment tool. OCA facilitators will also involve co-facilitators in order to demonstrate the OCA process. Three days training for co-facilitators will be conducted in order to prepare more OCA facilitators.

Activity 3b: Provide advanced capacity development program to key NGO partners/facilitate creating of national leaders.

1. Conduct advanced institutional strengthening to key NGOs

As it was discovered during the cooperation with partners some organizations that are perceived by many as a strong experienced NGOs lack very basic skills in organizational capacity. Therefore it is very important to make this capacity building targeted to the specific need of organization. With this in mind Pact continue to offer OCA to the key partners to identify those specific capacity building needs. Unfortunately, national partners could not find time or did not reach the stage of development to be able to apply OCA to their organizations. Among national partners only organizations like Democratic Initiatives Foundation and Democratic Alliance have applied OCA for defining their priorities. Other organizations either do not see the need for institutional development or have clearly defined priorities for development at this time.

2. Individual technical assistance consultations with grantees (coaching)

In addition to the capacity building interventions to lead national partners as described above, Pact continue assisting key NGOs with the constant consultations and facilitations from UNITER team as well as involving outside consultants. All UNITER grantees are also invited to receiving individual coaching from capacity building service providers through the NGO Capacity Building Marketplace and the voucher system (as described in activity 3c.)

The technical assistance include variety of formats such as coaching on campaign strategy development, individual consultation on institutional development, networking and connecting partners projects to each other activities. When needed Pact attracts international experts in the process of coaching and consulting. For example, in February Pact has facilitated the involvement of the Video Advocacy Expert from Hungary Istvan Gabor Takacs who trained a group of activists on how to use video for more effective advocacy. The training group included representatives of Center UA, Democratic Alliance, TORO, National Ecological Center, and Ukrainian Helsinki Human Rights Union. The training has provided participants with the practical skills on how to create videos that can be used for advocacy campaigns. In the future Pact plans to attract international experts on communication for energy efficient sector and also organize a training session on the data presentation for Ukrainian think tanks.

3. Provide capacity building to key partners to attain audit-readiness to manage complex financial portfolio

The UNITER project aims to ensure that many of their partners are “international audit ready”, that is that they are capable to attract and manage direct funding from USG, EU as well as other international donors. Managing such large portfolio of funding requires rigorous organizational systems and particularly sound and prudent financial management systems in place. While a few Ukrainian NGOs already stand such test, many – including key UNITER grantees – are yet to develop their internal organizational structures and systems.

Pact has negotiated with the business training group called Compass and developed a curricular to its partners. It is planned that Compass will start from individual meetings to assess the current state of grantees financial system and provide individual consultations to organizations. After that they will conduct test audits to test the existing systems before the real auditor came to examine organizational operations. It is planned that this services will be offered to Media Law Institute, GURT, UCIPR, Greencubator, UPF, CCC, ISCM, Center UA and other national grantees. The audit experts will put the emphasis of the assistance primarily on international financial reporting standards (IFRS). Passing through test audit key UNITER grantees will have a broad capacity to manage funds stemming from either US or European bilateral funds.

Activity 3c: Activating the local Marketplace through LINCS

The NGO Capacity Building Marketplace is a unique tool that helps transforming Ukraine’s NGO capacity building market by strengthening the direct connections between capacity builders and NGOs seeking services based on a market-oriented approach. It consists of three components:

- 1) Offline Capacity Building Fairs: organized regularly for service providers in an “expo” format and serves as the sharing and networking platform for capacity builders.
- 2) The online “*NGO Marketplace*” - the virtual web-based platform where demand meets supply. The online NGO Marketplace helps develop an inventory of capacity building service providers including basic verification indicators to assure the standards of quality, experience, and expertise.
- 3) The Voucher System (Bank) to allow for continued donor financing of the cash-strapped market.

Since 2009, Pact developed all three components of the NGO Capacity Building Marketplace. Service providers are now enabled to render expertise on a fee-for-service basis, decreasing their own donor dependence. Pricing services directly toward peer organizations introduces market incentives, which – experience shows – significantly lowers cost through competition. Rather

than presenting donors with project budgets, capacity builders constantly improve their market behaviors testified by their drive for improving services and costumers' satisfaction.

1. *Online Marketplace*

The “[NGO Marketplace](#)” was launched in November 2010 at the third Fair as a result of a two year quest with key Ukrainian capacity builders. Pact served as facilitator of different thoughts and approaches and managed to finalize common vision of the on-line platform. Together with the core group of Ukrainian NGOs organizational development experts, Pact was supervising the technical development of the portal so that the substance and features of the portal are reflected on the web-design and content development.

As of April the portal <http://www.ngomarket.org.ua> features:

- 132 service providers registered from 24 oblasts
- 185 registered service users from 24 oblast of Ukraine;
- 31 blogs on different NGO organizational development issues were created;
- 53 services advertised through Marketplace web site;
- approximately 60 visitors per a day
- 10 application sent though portal

Pact team activities are focused on promotion of the marketplace portal to the three groups of stakeholders: donors, users, and capacity builders. The promotion was done though:

- Presentation at the Annual Capacity Building Marketplace Fair organized by Gurt – Pact has presented the features of the portal to all participants of the Fair. Around 200 participants had a chance to learn about the opportunities that portal offers. Besides that Gurt presented online marketplace at other events including roundtables for experts on capacity building and regional discussions of the capacity building of NGOs. Pact also uses every public opportunity to present the marketplace and promote the concept among service users;
- Presentations to key service providers – Pact has contacted with all key service providers including CCC, Gurt, Philanthropy Center, and many others and ensured that they understand how they can use the opportunities provided by the portal for promotion of their services;
- Donors' presentations – with assistance from USAID Pact has conducted three donor presentations of the capacity building marketplace concept and offered donors to join with their funding. The concept raised a debate among donors, but the main challenge for the future is to find an Ukrainian administrator of the portal who will ensure the sustainability of the idea and at the same time will be able to administer the funding from various donors.

Besides that UNITER team also promotes the idea of the marketplace through its own promotional materials including web-site, newsletter, and flyers. Pact has created a tutorial video for new users on how to use portal.

Realizing necessity to shift the responsibility toward local actors for their own capacity building, Pact plans to transfer new platform and capacity building voucher administration to Ukrainian institution. Transitioning the functions of maintaining the Online *NGO Marketplace* and managing the voucher system requires a trusted local Ukrainian partner selected by the key donor founders



of the “bank.” During presentations to other donors some of the key players (e. g. SIDA) demonstrated their interest in joining Call for Application (CFA) for the administrator of the marketplace. Donors agreed to develop joint criteria of selection, which should meet the essential principles of transparency, maintain the demand-driven approach, and be innovative, flexible and all-inclusive. Pact has drafted CFA for administrator of the NGO Capacity Building Marketplace and Voucher system and sent it for further comments and recommendation from other donors.

In cooperation with Gurt, Pact plans to organize promotional events of Marketplace portal for capacity building service users. In addition to the annual Fair, this year GURT will conduct three regional fairs (in the Eastern, Southern and Western parts of Ukraine) to encourage and promote the demand-driven approach, open and healthy competition among capacity building service providers and to involve large numbers of new regional NGO users to the ever-growing cadre of costumers. As well, in their next project implementation stage GURT foreseen support activities to bolster and promote the online Marketplace through regional road shows, on-line discussions and blogs, conducting capacity building community of practice events and through GURT’s popular NGO resource portal.

2. Offline Marketplace Fair

Public discussions in the regions

Gurt has organized regional discussions in Donetsk, Kherson, Lviv, Simferopol, Vinnytsia, Odessa, Kharkiv, and Chernivtsi for more than 200 participants. The round table discussions were intended to stimulate public dialogue about capacity building, promote the culture of institutional development and present marketplace concept. Participants discussed how capacity building is connected to the effectiveness of NGOs, what the obstacles to development of Ukrainian CSOs are, and how to overcome them.



During round table discussions participants indicated that often Ukrainian NGOs do not have sufficient funds for development and they are using the resources from their project activities. They stated that there is also a need to use innovative approaches for solving problems in their communities and therefore there is a great demand in constant improvement of their skills in management, social innovation and service provision. Participants indicated a need to conduct regular events to share knowledge and experience of NGOs, disseminate success stories and innovative approaches, unite and consolidate efforts of civil society in development and ensure effectiveness of knowledge management.

3. The Annual Capacity Building Marketplace Fair

On November 18, 2010 the III Capacity Building Marketplace Fair was conducted in Kyiv. The main aim of the event was to attract attention of civil society organizations to the culture of institutional development by presenting new training services, societal innovations and civil

initiatives. More than two hundred representatives of leading civil society organizations, donor and business organizations took part in this event. Over thirty providers of capacity building services presented their services on the fair and eighteen additional master classes, workshops, and presentations were held during the fair. According to the reports of capacity building service providers as a result of the Fair during the III Capacity Building Marketplace 137 arrangements for purchasing the capacity building services were made.

On the December 21, 2010 Gurt organized the follow-up discussion with the group of capacity building experts who organized regional round tables. The discussion was aimed to analyze the effectiveness of the project, develop future plans for enhancing capacity of NGOs in Ukraine and engage experts in the planning. The regional experts continue to be involved in Gurt's activities and represent the marketplace concept in the regions which is important for spreading of the ideas all-over Ukraine. In the next phase of its project Gurt plans to organize regional fairs in different parts of Ukraine as well as fourth fair in Kyiv. This fairs will continue stimulate the change of attitudes of NGOs toward capacity building and will ensure participation of CSOs in online marketplace.

4. The Voucher System (Bank)

Since September 2010 within UNITER voucher program has issued 49 vouchers out of which 27 vouchers are redeemed. In January 2011 UNITER launched the new type of voucher – the voucher for group of organization, which provides the opportunity for organizations which have the same capacity development needs to unite their efforts and receive the needed services for the amount of up to \$3000.

Vouchers for freedom and quality

Pact helps strengthen organizational capacity of Ukrainian civil society organizations for more than two years. Pact's Ukraine National Initiatives to Enhance Reforms (UNITER) project spends much of its efforts in introducing a radically different approach to capacity development (CD) through *vouchers*. The vouchers (a micro-grant) are the currency of the Pact-nurtured Capacity Building Marketplace, which builds on the belief that CSOs are capable of recognizing their CD needs and the services are attainable from local service providers through the myriad of domestic CD providers. The key feature of the voucher is that it gives the freedom to CSOs to drive their own organizational growth. Creating healthy competition and attracting non-conventional capacity builders, the voucher also allows CSOs to press the quality of the service by "voting" with their own money.

Last year, one of UNITER's young artistic CSO partner Garage Gang Kollektiv (GG) was struggling with ability to effectively manage its finances. Having a UNITER voucher in hand, they turned to a business consulting to establish sound financial systems. And the vouchers helped GG to bolster its team productivity. For conventional exercises could not fit to the CSO's artistic character, GG used psycho-drama by a group of professional actors, whose tools are perfectly fashioned to unleash the team's inner creative potential.

Another partner of Pact, the Kirovograd Institute for Socio Cultural Management (ISCM), though existed for many years, with the arrival of new energetic staff decided to redefine joint vision of organization. ISCM engaged a trainer, who helped them re-new the CSOs strategic plan. Using the voucher, ISCM choose the CD provider believed to be the best in Ukraine.

Custom trainings offered by many donors are indeed useful, but trap CSOs in the one-size-fits-all box of CD. But the same service comes in different qualities and approaches of one trainer may fit one organization but not the other. The use of vouchers in Ukraine proves that when CSOs are given the opportunities to deliberate on their needs, they are more likely to make the best use of the CB skills procured with the voucher.

At the same time Pact is planning to transfer the bank administration to the local organization that will ensure the sustainability of idea and will be able to manage funding from other donors. After the presentations of the marketplace, other donors are eager to fund the bank, but they need to ensure that selected organization will be able to manage the funds appropriately and will ensure the quality control of the services provided by marketplace.

Objective 4: Civil society organizations are more financially sustainable and less dependent on foreign donors. (25%)

Building financial sustainability for the third sector in Ukraine and helping them to be less dependent on foreign donors is a cross-cutting priority and theme across UNITER programs. All activities under objective 4 are complemented by the different activities within the UNITER project. Pact promotes the financial sustainability of organizations by strengthening their skills in advocacy and financial management, by increasing their organizational transparency and accountability to its constituency, and by forming cross-sectoral partnerships on different projects.

Activity 4a: Civic-private partnerships

Financial sustainability of the civil society is a cross-cutting theme for the whole UNITER program. All UNITER activities have a component for sustaining financial independence of the NGOs by encouraging them to work closer with different stakeholders including business and government.

More specifically Pact will support financial viability through:

- Encouraging partnerships with business and government under all competitions which are held by Pact.
- Supporting partners that work to improve enabling legislative environment especially advocating for Law on Philanthropy and legislation on government funding.
- Building capacity of organizations in different areas so that they will be more effective in their communication, fundraising, management and cooperation.
- Implementing program on international audit readiness that will help NGOs to develop more transparent financial systems and enable NGOs to deal with funding from different sources.
- Supporting the national level projects that are aimed to develop philanthropy and corporate social responsibility.

1. Create enabling environment for Corporate Social Responsibility (CSR) development

In partnership with the local NGO Centre for CSR Development Pact continue to develop enabling environment for CSR development in Ukraine via approved principles with all groups of stakeholders and their implementations.

During the FY11 the Centre for CSR Development (CSR Center) is promoting the concept of corporate social philanthropy by means of a wide public awareness on CSR at national and regional levels; creating enabling environment for CSR and partnerships via establishing of system of incentives and commitments; promoting the CSR idea through business oriented media, seminars, business case competitions, and press-conferences.

CSR Center constantly holds working meetings with the Council under Verkhovna Rada Committee Industrial and Regulatory Policy and Entrepreneurship on developing draft of the

National Strategy on CSR in Ukraine. Through constant consultations with key stakeholders CSR Center has developed the final version of the Strategy that was approved with all parties. Draft Concept of the National Strategy is aimed to lay the ground for the formalization of the process of CSR understanding in Ukrainian society as according to the statistical data revealed after conducting polls, the level of CSR comprehension in Ukraine is very low. The document is based on the new international standard on Corporate Responsibility ISO 26000, which offers guidance on socially responsible behaviors and possible actions. The main driver of the efforts is the idea to provide a legislative definition of Corporate Social Responsibility and other issues connected with it, since the current legislation lacks it and thus any preferences for the companies engaging in CSR are not possible to adopt.

At the same time the Centre for CSR Development as well as the members of the Consultative Council continues working with various stakeholders of the CSR trying to stimulate public discussions through meetings and media. Special attention is given to the issue of awareness raising and facilitating to the creation of the common understanding of CSR in Ukraine by all interested parties, especially bringing issues of CSR importance to the attention of the Ukrainian Government. Thus, in February 2011 the draft Concept of the National Strategy was sent to the Vice-Prime Minister of Ukraine, S. Tigipko and later on to Iryna Akymova, the First Deputy Head of the President Administration of Ukraine. While talking about the ways to make the draft document as a piece of legislation, the members of Consultative Council think that such conceptual document could be adopted by a Decree of Verkhovna Rada of Ukraine. The Parliamentary Committee has already started negotiations with Ms. Iryna Akimova on the issue.

On March 11th, 2011 People's Deputy Ms. Ksenia Liapina, Deputy Chair of the Parliamentary Committee for Industrial and Regulatory Policy and Entrepreneurship presented the Draft Concept of the National Strategy on CSR in Ukraine to the members of the American Chamber of Commerce in Ukraine, CSR Committee. Ms. Liapina called on Chamber CSR Committee members to get involved into the process of providing the input and recommendations to the Draft Concept as well as active advocating for its official status as one of the important components of investment favorable state.

From 23rd till 25th of March, 2011 Center for CSR Development conducted the study visit of Ukrainian delegation to Brussels. Organizational support was provided by the Embassy of Ukraine in the Kingdom of Belgium. The purpose of the visit was to learn about Corporate Social Responsibility priorities in European Union and CSR policies of European Commissions as well as to share experience on national CSR strategies between Ukrainian and Belgian officials. Official Ukrainian delegation included: Ms. Irina Kriuchkova, Deputy Minister of Economy, Ms. Kseniya Lyapina, Ukrainian Parliament Member, Head of Consultative Council on social responsibility strategy development; Ms Irina Bilous, Deputy Head of the UNITER Project, Mr. Dmytro Lyapin, Head of NGO «Institute of the Property and Ownership»; Ms Maryna Saprykina, Head of Centre for CSR Development; Ms Olena Glads'kykh, a journalist for newspaper «Delo». During three days of study-visit the delegation has had meetings with representatives of European Commission (EC), Belgian Federal Ministry for Climate and Energy, companies and business schools. Meetings with European commission DGs and Belgian governmental institutions proved that mutual appeal from business and government is needed for effective CSR development. There is a hope that this visit of public officials, NGOs and media will help to form appeal of this kind for CSR promotion at governmental and society level.

As part of the raising awareness process Centre for CSR Development has launched analytical web site www.csr-review.net. The new web resource hosts the CSR Review newsletter which is

regularly published by the Centre, commercial companies' press releases, analytical articles on CSR development from university staff relevant business cases, researches and articles and other related information. Additionally the Centre continues to conduct CSR Laboratories initiative for companies, NGOs and media. The most interesting ones were devoted to the topics of "HR and CSR", "Dialog with stakeholders" and "Corporate volunteering in Ukraine". Except regular meeting with the students of universities, conducted by the Centre, one more educational initiative called "CSR Academy" has been recently launched by partne. The main aim of this initiative is to increase knowledge, skills and competences on CSR among business companies, media, NGOs, state employees and other stakeholders.

On 19th of November 2010 the Center by Corporate Social Responsibility Development organized the Corporate Social Responsibility Marketplace in partnership with DTEK and Galnaftogaz companies. More than 30 organizations demonstrated their social responsibility projects and about 100 participants took part in a series of round table discussions with different groups of stakeholders: media, NGOs, universities and municipalities.

An analytical report "*Corporate Social Responsibility 2005 - 2010: Status and Development Perspectives*" based on results of survey among 600 top-managers in Ukraine conducted in April-June, 2010 within the framework of the National CSR Development Agenda Project was also presented during the Marketplace. The survey was partly supported by Global Compact Network Ukraine, Royal Norwegian Embassy in Ukraine, and companies: Kyivstar, Microsoft Ukraine and DTEK. The report analyzes changes in perception of corporate social responsibility, intensity and priorities of its implementation, responsible corporate practices, obstacles and prospective of CSR development in Ukraine. In addition, report demonstrates CSR performance of the company depending on its size, forms of ownership, sector and region company operates in - these characteristics give the overall picture of corporate social responsibility development in Ukraine during 2005-2010, major current and future trends. Survey results were also included into the Draft Concept of the National Strategy on CSR. Publication were distributed among different stakeholders (such as public authorities, business companies, research institutions and universities, public and non-governmental organizations) to promote CSR in Ukrainian society.

One more unique activity within` reporting period was organized by the Center for CSR Development on 19th of January, 2011. The signing ceremony of the "Declaration on promotion and implementation of responsible procurement in Ukraine" attracted attention of seventeen organizations that adhere to the principles of ethical procurement and signed the Declaration. The event was co-supported by the UNITER project and Norwegian Embassy in Kyiv. The ceremony started by the welcoming words of H.E. Mr. Olav Berstad, Ambassador Extraordinary and Plenipotentiary of the Kingdom of Norway to Ukraine where he addressed the importance of the transparent and responsible procurement for companies and governments. Among the first signatories were Pact, DTEK, ProCredit Bank, Novo Nordinsk, Coca-Cola Beverages Ukraine, MTS Ukraine, Siemens Ukraine, British Council and other prominent companies and organizations. The signatories believe that all their actions to promote responsible partnership practices will ensure strengthening competitiveness of the country and its positive image in the international business environment.

Activity 4b: Fund and reward public-private partnerships

Pact continues to use non-USG (Ukrainian and private) funding buy-in across its different levels of grant making (objective 1). This still remains one of the requirements for all project proposals on local and national level.

Among the most interesting examples of such cooperation is Greencubator success. First of all, Greencubator was awarded with the software donation from Microsoft Ukraine for the amount of USD 38 000. Greencubator also involved different businesses in their activities to promote energy efficiency in Ukraine. Together with the business publication Delo, they have launched the issues of the newspaper dedicated to the green business. They also regularly address Ukrainian business on different venues including the presentations during business expos and trainings in the business schools of the advantages of the green business.

OTHER ACTIVITIES

1. Strategic planning

Since this year is critical for the success of the project Pact took an extra effort in developing strategic vision of the project. In November 2010, Pact team had a 2-day strategic planning meeting outside of Kyiv in order to discuss the future plans of the project. The planning was facilitated by external consultant who helped team to discuss the most outstanding issues for the future success of the project. After the staff discussion, whole Pact team spent a day in the discussion with their partners. Partners were encouraged to provide input to the future development of UNITER and provide suggestions to the upcoming mid-term evaluation. This exercise was useful for engaging partners even more into the program and inform future plans of UNITER in terms of selecting the sectors to focus its' work.

2. Evaluation and learning

FY11 is a UNITER mid-point and therefore it is important for Pact to look critically at the achievements of the program. Through the call by invitation Pact has selected the team of consultants who are planning to conduct mid-term evaluation of the project. The team consists of John Kubiniets and Sean Roberts, who has a strong experience in evaluation the civil society programs in the region of the Central and Eastern Europe. Their external evaluation will help UNITER to adopt the program to ensure it will reach the goal of the project. The team plans to visit Ukraine in May-June to conduct a field work. The full report on evaluation will be developed and presented to main stakeholders during the summer season.

3. UNITER's promotional resources

UNITER continues to communicate with NGOs and other civic initiatives and promote the UNITER resources available to strengthen their activities. Especially important from a communications perspective is ensuring they have access to training and materials (e.g. researches) produced by UNITER partners. By helping NGOs to become better messengers on behalf of their causes and the cause of civil society, UNITER creates a multiplier effect in promoting new social norms in Ukraine.

- *Database:* UNITER continue building a national database of NGOs to increase the number of NGOs receiving information on grants, trainings and other resources through electronic materials. UNITER will also encourage networking among NGOs through NGO access to basic data and search functions. With its current activities such as Advocacy Clubs or Crimea program UNITER is able to reach to a new initiatives that never received grants from international donors before.
- *Websites:* UNITER's web-site is a primary tool with which UNITER communicates about its project goals, activities and results. Designed to be straightforward and accessible, the website provides information about UNITER plans and strategy as well as about upcoming training events and grant competitions. The website provides information about UNITER partners' and grantees, provides hot links to these organizations.

- *The project e-Newsletter*: a monthly e-newsletter, targeted towards NGOs, media, government and businesses is disseminated by UNITER. The newsletter includes success stories, advertise existing opportunities and events of the partners.
- *Cooperation with the leading NGOs*: bringing groups and organizations together to share experiences and build partnerships is a fundamental aspect of UNITER's work. UNITER meets with NGO partners, share information effectively and identifies opportunities for fruitful collaboration with other projects. For example many UNITER training activities are planned to be open to non-grantee civil society organizations which work with other donors or projects through the Capacity Building Marketplace. Some of the organizations UNITER coordinates with include: World Bank, Eurasia Foundation, International Renaissance Foundation, CIDA, UNDP and other.
- *Donor coordination*: Effective coordination is integral to UNITER's strategy. Pact continues to collaborate with other assistance projects that incorporate NGOs into the policy reform process. During reporting period, on different occasions UNITER was involved in donor coordination on the Access to Public Information legislation.